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(i) Section

JANCIAL TIMES



Velvet geldmine What will they securitise next?



Not so mean streets How New York

cut crime

Revenue is king

Management for the third millennium

Peter Martin, Page 11



Episode IV

The Hong Kong connection

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World Business Newspaper - http://www.FT.com

Palestinians and

Israelis hopeful

on Hebron deal

Israelis and Palestinians were optimistic about

reaching agreement next week on handing over

to the Palestinians control of most of the Israeli-

occupied West Bank town of Hebron. Their opti-

envoy Dennis Ross, who returned to Washing-ton to brief US president Bill Clinton. Israel has

delayed the transfer of Hebron, citing fears for

the security of the Jewish minority, which yes-

temala's ambassador to Pero from the Japanese

Electric may not accept the £782m (\$1.3bn) takeover bid for the north-east of England electricity

company from CalEnergy of the US, and may remain as minority shareholders, Page 13; Lex,

German suicide bomber not a terrorist: A 49-year-old Frankfurt woman who killed her-

self and two elderly women in a Christmas Eve

church bomb attack had been undergoing psy-

chiatric treatment, Police said they had ruled

China is big source of capital: China is

the world's eighth largest provider of capital,

committing some \$18bn in officially approved

direct and portfolio investment abroad between

Police force end to Belgrade protests:

Riot police forced opposition demonstrators to

Slobodan Milosevic which have disrupted Bel-

Laporte sells adhesives arm for £100m;

UK speciality chemicals company Laports sold

its European adhesives business to Elf Atochem

subsidiary of the French oil producer Elf Aqui-

Rank buys Canadian Hard Rock cafes:

Rank Organisation, which in June paid £270m

(\$451m) in cash for most of the Hard Rock cafes

bought the Canadian outlets for \$61m. Page 14

Portuguese rail workers called off a etrike over

promised improvements for the country's failing

the Christmas holiday after the government

Cocaine seized at Heathrow: Customs

officers at Heathrow airport, London, seized 26

Securities, weakest of Japan's big four stockbrokers, is to inject Y150bn (\$1.3bn) into its strug-

gling non-bank affiliate, Yamaichi Finance, to

write off bad property-related loans. Page 13 England's batting faile: England were 127 for nine when bad light ended play early on the

first day in the second cricket test against Zim-

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comment and analysis at http://www.FT.com

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kilos of cocaine, valued at £1.8m (\$3m), in an

unclaimed bag from a flight from Venezuela. Yamaichi to ball out affiliate: Yamaichi

outside the UK that it did not control, has

Portugal plans to rescue railways:

abandon protests against Serbian president

grade for more than five weeks. Page 12

taine, for about £100m (\$167m). Page 13

ambassador's residence, where they still hold

terday started protests against a pull-out.

Page 12; Editorial Comment, Page 11

Peru terrorists free ambassador:

103 hostages. Uruguay in dock, Page 4 Minority investors may reject bid: Leading minority shareholders in Northern

Page 12; Cock-up theory, Page 14

1989-1995, a etudy shows. Page 12

Leftwing terrorists in Lima released Gua-

mism was shared by US Middle East peace

FRIDAY DECEMBER 27 1996

Kremlin moves to raise additional revenue and regulate Russia's illegal vodka distilleries

Yeltsin restores state monopoly of alcohol sector

By John Thornhill in Moscow

The Russian government yesterday ebocked harddrinking citizens by promising to restore a state monopoly of the alcohol market to raise additional tax revenues.

President Boris Yeltsin, conscious that past campaigns to control the flow of alcohol have stirred popular discontent, said the move would enable the government gradually to pay off its Rbs16,000hn (\$3hn) debt to millions of Russian pensioners, resolving an "amoral" crisie in public

finances.

in a high-profile return to the Kremlin after his successful heart bypess operation, Mr Yeltsin also sacked a senior official responsible for regulating the alcohol industry as part of a promised crack-down on incompetent bureaucrats. He also launched a programme of more aggressive

The state's debt to the peo-

ple is too high and the living standards are intolerably low, Mr Yeltsin said in a radio address on Wednesday. "It is time to take measures against those who like living luxuriously at the state's expense, or to be more exact at the

expense of ordinary people."

Mr Anatoly Chubais, head of the presidential administration, said yesterday that a presidential decree would soon be issued introducing "the toughest possible controls" over the production, distribution, labelling and import of

Mr Chubais insisted there was no plan to renationalise Russia's private distilleries and liquor shops, leaving it unclear as to how monopoly control over the sale of alcohol would be enforced.

The chaos in Russia's alco-

measures against corporate bol market resulted in the tax dodgers. "loss" of Rbs2.000bn of tax revenues every month, he said.

Some economists estimate the government receives only 2 per cent of its federal revenues from alcohol duties, compared with more than one-third in Tsarist and Soviet times.

The government has already taken steps to remove tax privileges granted to several charitable organisations which enabled them to import alcohol duty-free but which were also exploited by criminal

Russia's vodka industry welcomed yesterday's announcement, saying it would help stem the tide of cheap vodka that has swept into Russia from Belarus and Ukraine during the past few years.

The measures are also designed to address public health concerns surrounding the poor-quality "moonshine" vodkas, costing as little as \$1 a



Russian women sell vodka on a Moscow street yesterday to try to earn much needed cash

bottle, on sale around the clock in thousands of street kiesks throughout the country. According to some estimates, 40 per cent of the vodka sold in Russia is produced ille-

has proved an explosive issue campaign in the 1980s. throughout Russian history.

Control of the vodka market launching a fierce anti-alcohol

The latest moves to tighten Mr Mikhail Gorbachev, the the alcohol market could also last president of the Soviet cause tensions with neighbour-Unioo, earned lasting hostility ing Belarus with which Russia among ordinary Russians by has a free trade agreement.

Tokyo markets slide on tough budget fears

By William Dawkins in Tokyo and Richard Waters In New York

Japanese officials voiced alarm yesterday after Tokyo's financial markets fell sharply in response to fears that an austere 1997 budget could halt tha economy's fragile recovery.

Mr Seiroku Kajiyama, chief government spokesman, attri-buted the declines to "the mental depression of investors". Mr Tsutomu Makino, senior official at the Ministry of International Trade and Industry, said he would monitor the

markets "with grave concern". The Nikkei 225 average fell by just over 700 points yesterday afternoon to its lowest level in a year before regaining some ground to close at 19,291.58, down L3 per cent on the day and 2 per cent since

the start of the week. The absence of foreign investors in the Christmas holidays has contributed to this week's share-price weakness. But even so. Japanese shares have fallen 6.4 per cent this year. Concern by foreign exchange

dealers about the outlook for the domestic economy sent the yen to a 45-month low of Y115 to the dollar at one point in Tokyo before it recovered slightly to Y114.6.

The US stock market shrugged off the turmoil in Japan and continued its recent strong performance, helped by the dollar's rise against the yen. Traders speculated that the flow of Japanese capital, which has contributed to the

strength of the US financial markets in the second half of this year, would continue.

By lunchtime in New York, the Dow Jones Industrial Avervious record close of a month ago to reach 6,555.91, a gain of 33.06. At this level the Dow has risen 4.6 per cent since the beginning of last week, erasing the losses which followed hints in early December by Mr Alan Greenspan, chairman of the Federal Reserve, that US shares were overvalued.

In Tokyo, equity analysts were concerned that the government's annual budget, approved by the cabinet on Wednesday, would tighten fiscal policy too much and deal a setback to recovery.

According to finance ministry figures the budget confirms an increase in sales tax next year from 3 per cent to 5 per cent, the end of a temporary

Continued on Page 12 OECD urges Japan to hold down interest rates, Page 3; Yamaichi write-off, Page 13: World Markets, Page 23

Spain disrupts Telefónica plan to control subsidiary

By David White In Medrid

Plans by Telefónica, the Spanish telecommunications group, to take fall control of its Latin American subsidiary have been disrupted by the sion to eeck the maximum

price for its stake. The final stage of Telefonica's own privatisation is unlikely to be delayed. The government is due to sell its remaining 21 per cent stake in the parent group in February.

Mr Rodrigo Rato, the finance minister, threatened this week to hold a tender for the state's 23.8 per cent bolding in Telefónica Internacional (Tisa), instead of selling

it directly to Telefónica. government soid its remaining Answering a parliamentary question, he said there would the best offer.

The ministry said yesterday in a Spanish company. The taken, although the government would seek to obtain as much revenue as possible and would see to it that the process was transparent.

Telefónica bad been poised to complete the purchase of the stake, which would give it 100 per cent ownership of (\$812m). Although it would donbtless enter a tender, if beld, the deal would risk being delayed until after the

Write a cheque

that 300,000,000

Telefónica shares. The final stage of the privabe "a competition" and the tisation is expected to bring in government would consider about Pta600bn in the biggest ever single offering of shares

> Stanley is acting as global co-ordinator, received the go-ahead from the government last Friday. The company wonid not comment on Mr Rato's threat. However, the company is

understood to recognise the need for reviewing the price of Tisa, for about Pta106bn the Tisa stake in the light of its latest expansion move in Brazil.

Continued on Page 12

New York Junchisme Dow Junes and Av ... 6,555.82 MASDAD Composite ... 1,291.85 Entrope and Far East N OTHER RATES THE 3-mo historical SI-76 (8) W | FR | 5.253 (5.252) THE 10 W GHT | 9872 (986) SF7 | 1.2467 (1.344) French 10 W DAT | 105.33 (105.3) Germany: 10 W Band | 103.18 (103.13) Japane: 10 W JSB | 104.218 (104.634) Tudyo Choe: Y 114.875 | Misselle | List 275 Citorities | S1175 List serie | Lis 18,00 Custer | CR13,00 | List | CR13,00 | List | Lis 18,00 Custer | CR13,00 C

Carmakers hit by strikes over S Korea labour laws

By Catherine Lee and encies in Secul

Striking workers closed South Korea's leading carmakers and several buge shipyards after the ruling party forced controversial laws on labour and the accret police through parliament yesterday.
President Kim Young Sam's

ruling New Korea party, which has an absolute majority, went into the parliament building at 6am and passed 11 laws in just six minutes with no opposition The bills included measures

that would allow companies to impose job cnts, so ending South Korea's life-long employment system. The leaders of the country's two labour organisations declared passage of the labour law "null and void" and urged their memhers to welk out.

shutting two Hyundai shipyards and two others, according to the outlawed Korez Confederation of Trade Unions, which claims 500,000 members.

omy, already shaky because of an export slowdown. But analysts said the labour law would benefit the economy by allowing employers to cut costs and increase competitiveness.

Another bill gives greater pow-

Agency for National Security

will creck down on illegal strikes and arrest lebour organisers, protests are likely to continue. The strike at Hyundai Motor alone is estimated to be costing the company some Won46bn (\$55m), or 5,500 cars, in lost production

Later yesterday the government apologised to the public for pushing through the bill. "1 feel truly sorry for falling to settle the issues through dialogue and compromise with the opposition," New Korea party chairman Mr Lee Hong-

ter's office has warned of unspecified "stern countermeasures" against illegal strikes.

Up to 150,000 workers at 100 companies responded immediately, halting production lines at Hyundai, Kia and Ssan-Planning, the country's ver-sion of the CIA. gyong group car plants and Although the police say they

Economists warned of short-term damage to the econ-

Yesterday'e bills were also aimed at honouring South Korea's commitment to the Organisation for Economic Co-operation and Development, the club of industrialised nations, to introduce a more flexible labour market. koo said However, the prime minis-

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Dublin proves a sure hand on helm

Ireland has won plaudits for the deft course it has charted for the EU during its presidency

By Lionel Barber in Brussels

After six months in charge of the rotating presidency of tha European Union, the ation, but one that pin-Irish are lapping up all-round praise This month's Dublin sum-

mit was the crowning success, highlighted by the deal on the budgetary stability pact for countries in the future single currency - or euro - zone. Not since Belgium's run in 1993 has a country displayed such a deft, all-round performance.

The Irish completed a draft revision of the Maastricht treaty, secured EU funding for the multinational Keido project to wean the North Koreans off nuclear energy, forged a closer policy toward Canada. and just about contained disputes with the US over the Middle East and Cuba.

Ireland's success was built on a handful of talented peopls and sober diplomacy. particularly regarding the EU's inter-governmental conference (IGC). The Irish also spoke in language ordinary citizens can understand. There may be better slogans than "A peaceful Europe, secure jobs, sound money, and safe streets", but so far no one in Brussels has

The task of preparing the Maastricht 2 draft was once described as "Mission Impossible". That was an exaggerpointed the difficulty in advancing the IGC negotiations without alienating member states - divided between the do-next-to-nothing British and Danes, and the more ambitious Benelux, French and Germans. Using the technique of

"successive approximation". Mr Noel Dorr, a softly spoken former senior diplomat, narrowed down the priorities of the IGC and produced a final 140-page draft which was readable, illuminating, and, in his words, "at the upper end of realism". The Irish avoided pushing

too hard on the integrationist pedal, but still produced eye-catching proposals for an area of freedom, security and justice" covering the free movement of people, asylum, and immigration and stronger co-operation between governments and police to tackls organised crime, terrorism, and drug traffickers.

These ideas seem certain to survive the next round of IGC negotiations, though some suspect that dismantling internal borders and harmonising penal codes may qualified majority voting.



Foreign minister Dick Spring: criss-crossed the globe but

not be quite the vote winner the Germans and Irish

The Irish were less ambitious on sensitive issues that affected their own interests, such as the balance of power between small and large countries, including the size of the European Commission and the possible extension of

They also played down the common defence policy in recognition of their neutral Dutch presidency the issue of "flexibility", which would allow some countries to co-operate more closely with others without being beld back by others.

Dick Spring, the laconic for-

eign minister, found time - relationship between the BU Jerusalem, Latin America, South Africa, Russia, the Danny Boy"), and Washing-

He largely avoided the pitfalls of the Middle East, where the French pushed hard for a higher European profile as a counterweight to the Americans. But the Israelis sensed a pro-Palestinian tilt in European policy, much to the delight of Mr Yassir Arafat, the Pales-

Mr Spring also had to deal with the US anti-Cuba laws which targeted European companies. Spurred by Sir Leon Brittan, chief EU trade negotiator, he forged a common response to the Helms-Burton legislation which caught the US off-guard.

Undoubtedly, the feeling that the US was ignoring European interests in the Middle East belped to spur the decision to appeal to the World Trade Organisation. The Helms-Burton stand-off still needs to be settled with the new US administration On external affairs, Mr and Republican Congress.

despite his duties in the and Turkey, which has dete-Northern Ireland peace talks riorated sharply in the past - to visit Cairo, Damascus, six months. Ireland's success in brokering a deal on the funding of the long-delayed Asean summit in Jakarta Meda aid programme to the (where be led the summit southern Mediterranean has party in a rendition of not proved an antidote, largely because of Greek intransigence and the Ankara government's habit of shooting itself in the foot over human rights.

The secret to the success of the Irish presidency was that they knew how to use the civil service assets at their disposal. Hence, Sir Nigel Wicks, chairman of the EU's secretive monetary committee, played a key role in laying the technical groundwork for the Franco-German compromise on the stability pact. Mr Jean-Claude Piris and his legal staff in the Council secretariat in Brussels largely wrote the Irish draft treaty text, ably supported by Mr Bobby McDonagh of the Irish foreign service.

After the Irisb presidency, the Dutch will take over the

six-month show, followed by the Luxembourgers. Like the Irish, they hope to demonstrate beyond doubt in the IGC negotiations that small countries are, in fact, up to

Lisbon sets out rail rescue plan

Portuguese rail workers called off a strika over the Christmas holiday after the government promised to breathe new life into the country's failing rail system. The stoppage - almost an annual tradition in recent years - was cancelled after the government appointed a

new executive board to manage a sweeping restructuring of Caminhos de Ferro Portugueses (CP), the beavily indsbted and loss-making state railway company.

Unions hope the new board will ease their fears over job losses, but the plan unveiled this week by Mr Joa Cravinho, the planning minister, threatens further redundancies in a company whose workforce has already been reduced from 21,000 to about 14,000 over the past

The Socialist government, which said it would rescue the railways from decades of neglect when it took office a year ago, promises more efficient services for passengers and a lighter burden for taxpayers. CP is losing Eslbn (\$6.4m) a week and carrying an accumulated debt of

about Es450bn. Under the plan, CP is to be replaced in February by two companies, one to operate infrastructure, the other to rum trains, Operating concessions will be granted to private sector groups for some suburban and regional lines and an independent watchdog will oversee competition, prices and investment costs.

"The government is taking the fundamental step of sep-arating technical and commercial operations and making, them independent of political policies for subsidis-

ing rail fares," says Mr Antonio Mexia, a director of the Banco Essi, a Portuguese investment bank.

"Until now, governments have seen CP, with its heavy losses and huge debt, as a 'black hole' into which any money spent on the railways was likely to disappear." said another Lisbon transport sector analyst. The Socialists are the first to have shown the courage to confront the problem."

Tha government, reversing its predecessor's preference for road building over railway development, is to invest Es800bn in modernising the railways over the next three years. Advanced "tilting train" technology is to be introduced on the main Lisbon-Oporto line, and the journey time from Lisbon to the Algerve coast is to be halved

Analysts say the railways have steadily lost market share to road transport because of failure to modernise. Unions have used their power to win substantial wage increases but productivity is low.

CP has to charge artificially low fares on suburban lines but has not been adequately compensated by the state. Commuters on the Lisbon-Slntra rall line. which has the heaviest density of passengers in Europe, pay less than half the bus fare for the same route, for

Private companies running such lines would have to be compensated for maintaining fares at politically acceptable levels. But the government would be able to control costs more rigorously and draw up contracts establishing gradually diminishing levels of com-

Thessaloniki's metro project hits red light

By Kerin Hope in Athens

Six years after it was approved. the Dr160bn (\$650m) underground railway for Thessaloniki in north- in an international tender for the ern Greece appears to be back at metro project in 1992. the planning stage.

Further delays are inevitable because of legal action by Mechaniki, the Greek construction company which this month lost the contract after two years of negotiation with the government. Mechaniki is contesting the gov-

ernment's decision to open discussions with an international consor-

Bouygues, Bombardier of Canada and two Greek contractors. Alte and Avax, were the losing bidders

Greece's council of state will next month hear the first of two appeals by Mechaniki, which led a consortium that included ADTranz of Germany, part of the ABB engi-

neering group, and Italy's Fidel. Mechaniki claims the public works ministry acted illegally in refusing to sign the contract; the ministry says the consortium's start negotiations with Bouygues until the council has issued its decision, the project will be stalled for another six months.

hoped their metro would be operating on January 1 next year, the day the city becomes Europe's cultural capital. The latest delay is nies taking only small stakes. expected to revive pressure by lobby for an alternative solution

Because the government cannot Germany's Siemens group and equity financing committed to the Matra of France.

iki, was the first Greek company Droohn, with the remainder being to win an international tender for provided by loans from the Euro-Residents of Thessaloniki once a major project. Recent Greek infrastructure projects have been parcelled out between French and German groups, with local compa-

However, Mechaniki's small cap-Thessalonlki's environmental ital base of Dr12bn and weakening financial performance in the past to the city's traffic problems. A two years had raised concern plan for a light railway running about its capacity to take on such tinm led by the French financial offer failed to comply above ground through the city cen- a hig project. It was to contribute

with the terms of the tender. tre has already been proposed by 80 per cent of about Dr25bu in project. Government funding and Mechaniki, based in Thessalon- EU grants would cover another pean Investment Bank and German export credit agencies.

The Thessalomiki metro is the

of its 55,000MW generating

Federelettrica also wants

only one of four large EU-backed infrastructure projects in Greece that has still to be launched. Parliament has ratified contracts for a new airport for Athens, a toll highway linking the airport with the city, and a toll bridge across

EUROPEAN NEWS DIGEST

buoyant mood

consecutive year of economic growth, is the most optimistic since market reforms began seven years ago. according to a survey by the publicly funded CBOS polling unit. Forty-two per cent said 1996 had been good for them, double the 1992 figure; only 18 per cent had had s bad year.

Growth is expected to nudge 6 per cent for the year and real wages have risen 4.2 per cent. The central bank is concerned about the inflationary effects of a mini-boom in consumer spending fuelled by bank credit.

The poll, however, provides a boost for the former communist Left Democratic Alliance, senior partner in the government coalition, which faces parliamentary elections next autumn. Christopher Bobinski, Warson

Fairbank case auditor quits

The Stockholm office of accountants Deloitte & Touche has resigned as auditor of the local arm of Fairbank, a currency trading group under investigation in Sweden. A prosecutor attached to the serious economics fraud squad launched an official probe into the company, Currency Exchange Stockholm, after ethnic Chinese

customers complained of suffering losses. The Swedish company is owned by Mr Dannis Cheung. UK citizen, who ran Pagoda, a similar operation, in

New Year cheer for Turkey

Turkey's Islamic prime minister, Mr Necmettin Erbakan, yesterday ignored his party's opposition to following the Christian calendar and authorised a five-day public holiday for New Year. His office said the December 29-January 2 holiday had been granted to "to satisfy the wishes of a great majority of the public and to allow public servants, workers and 15m students who have been working continuously for the past three months to be together with their families".

Mr Erbakan's Welfare party maintains that the New Year is a Christian tradition. But in recent years it has been celebrated similarly to the Christian Christmas, with pine trees, turkey dinners and gifts.

Turks adopted the Christian calendar in 1925 after the Ottoman empire collapsed and Turkey became a secular republic. January 1 is observed as a public holiday. ■ Tenders for the privatisation of Tupras, Turkey's state oil refining company, and the petroleum products distributor Petrol Ofisi will be opened in the first quarter of next year, the government said yesterday. AP. Ankara

Bomb in German church

A 49-year-old woman who killed herself and two other people in a Christmas Eve church bomb attack in Frankfurt had been undergoing psychiatric treatment and was most probably driven by "personal motives", German police said yesterday. Reuter, Frankfurt

Ukraine protests at expulsion

Ukraine accused Canada yesterday of illegally arresting a Ukrainian diplomat, who was expelled this week after being charged with drunken driving, bribing a police officer and possession of stolen property.

Ukrainian authorities admitted Mr Olexander Yushko, a vice-consul, had had a blood alcohol level three times the legal driving limit when arrested at the end of October, but that police had misinterpreted his attempts to pay a fine on the spot. They siso said a police search of Mr Yushko's car, which yielded a pair of stolen licence plates. was illegal under the Vienna conventiuo, which grants foreign service personnel diplomatic immunity. They said the diplomat's driver had found the plates and meant to return them the day after the arrest. Reuter, Kiev

Italy's electricity sell-off generates more heat Moves to privatise Italy's David Lane assesses the chances of Enel coming to market

Enel, have failed to meet several deadlines over the could co-exist. In one negoti. November 1994, under pres- role when he signed a new recommend changes to Enel past two years, but the issue ated third-party access opens sure from its secessionist operating licence for the before privatisation. In 1995 is rising in the list of prioritha market to all operators, Northern League coalition state corporation at the end the corporation's net output ties for Mr Romano Prodi's allowing them to plan their partners, the rightwing gov of last year.

sion headed by Mr Umberto tion networks, and liberali-Carpi, a junior industry min sing sales to users. ister, is expected to report in choice is between a Frenchelectricity industry along planning is centralised. British lines.

in the other -the "single be structured for sale. The sales rights are maintained, there is only partial liberalisstyle centrally planned ation of supply, and tariffs monopoly and a liberalised are unified, while long-term

Italian governments have The European Union adopted and then abandoned decided in June that two plans for electricity twice in forms of electricity market the past two years. In

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confidence, enclosing full curriculum vitae to:

A parliamentary commis- transmission and distribu- Berlusconi, the media mogul, presented a liberali-

With the collapse of Mr January on bow Enel should buyer" system - exclusive Berlusconi's government continue co-ordinating the Gatti, who was director gensoon after the plan was announced, there was a U-turn. During the adminis-tration beaded by Mr Lamberto Dini between January 1995 and April this year, the industry minister, Mr Alberto Clo, sought the con-

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Quickly: How does that

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PREAL-TIME STOCKS, CURRENCIES, BONDS.

Enel's production, grid and local distribution operations unchanged, the licence allows the corporation to activities of other electricity operators. Both Unapace, the association of independent industrial producers, and now Unapace's chairman, Federelettrica, the municipal ntilitles' association. objected.

tinuation of Enel's dominant Mr Carpi's commission will also be required to sell part

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maximum liberalisation of production. Like Unapace. the association seeks the abolition of Enel's monopoly 78 per cent of total Italian the institution of an indepenproduction. Its share of disdent company for dispatchtribution was 83 per cent. ing and transmission, "mainly in public control Last month, Mr Giuseppe but in which all Italian eleceral for energy at the industricity operators are repretry ministry at the time of the Berlusconi plan and is

suggested Engl's production capacity be spun off into several companies which would There is speculation that be privatised. Enel should

sented".

In their calls for electricity liberalisation, Unapace and Federelettrica are supported by the Autorita Garante, Italy's competition watchdog. In June 1994, the chairman, Mr Francesco Saja, recommended that Enel be broken up before privatisa-

His successor, the former premier Mr Giuliano Amato. has continued the battle. arguing that privatisation offers an unrepeatable opportunity to introduce competition into sectors where competitive market forces have been absent. Mr Amato favours the British model, with independent production, distribution and grid companies.

There has been fierce political opposition, mainly from the extreme right and left to competition in electricity and the elimination of Enel's monopoly. The hardleft Communist Refoundation, on whose support Mr Prodi's government depends. and the rightwing National Alliance both want Enel kept under state control.

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US poll comment prompts Singapore fury OECD urges

Mr Gob Chok Tong, Singapore's prime minister, said be was "furlous" and "flabbergasted" yesterdey with US criticism of his election campaign tactics and told Washington to stay out of the city-state's

Mr Goh, who is campaigning for statement he made that Singaporean constituencies that elected the State Department official for."

INTERNATIONAL NEWS DIGEST

Jakarta cools

economic spurt

Indonesia's economy has cooled off substantially, mostly

imports, after showing signs of overheating earlier this year, according to official figures released yesterday.

curbs in lending growth and increases in bank reserve

demand and in turn to curb import growth.

With domestic demand easing, Mr Tunky Ariwibowo,

economy would grow between 7.6 per cent and 8.0 per

inflation stood at 8.64 per cent.

per cent in the same period last year.

trade and industry minister, predicted that the Indonesian

cent in 1997 compared with an expected 7.6 per cent to 7.9

per cent. Last year, the economy grew at 8.07 per cent and

The minister said the trade surplus widened 70 per cent

to \$4.3bn in the first nine months of the year compared

with the same period in 1995, helped by a wider oil and

did not give figures for total nine-month imports but

gas sector surplus and a slowdown in import growth. He

economists said they grew 11 per cent, compared with 27

Meanwhile, the \$1.5bn deficit registered in trade other

than in oil and gas in the first nine months of the year

narrowed by 52 per cent compared with the same period

last year, Manuela Saragosa, Jakarta

Rioters set ablaze at least three Christian churches.

several other buildings and cars yesterday in the predominantly Moslem West Java town of Tasik Malaya.

Michael Bruno, Israeli banker

Harvard and the London School of Economics. The

theory into practice in the formulation of economic

sons and a daughter.

budget cuts.

Hebrew University of Jerusalem, his academic home since 1963, said in a statement: "Professor Bruno combined

profound economic research with the ability to implament

Mr Bruno was born in Hamburg, Germany, in 1932 and

came to Palestine in 1933. He is survived by his wife, two

Strikes start over budget cuts

The Histadrut, Israel's trade union federation, yesterday

staged a strike of airport, seaport and telecommunication

The strike disrupted the flow of international air traffic

workers to protest against the government's planned

and shut down services of Bezeq, the state-owned

telecommunications company. The Histadrut said it

planned to stage more strikes in the coming days in

was protesting against the privatisation programme which Mr Benjamin Netanyahu, the Israeli prime

to show its objection to Mr Netanyahu's economic

India's Planning Commission said yesterday it was

targeting an accelerated 7 per cent annual economic growth rate for the country's ninth five-year plan

Mr Madhu Dandavate, commission deputy chairman,

told reporters the growth rate - which was targeted at 5.9

per cent in the eighth plan (1992-1997) - would be stepped

up by stimulating the savings rate and the efficient use of funds invested in the economy. "We have not exaggerated the growth rate at all." he said.

Mr Dandavate said the draft approach paper for the

by the cabinet of Mr H.D. Deve Gowda, the prime

Subscription price before adjustment:

Subscription price after adjustment:

3. Effective date of above adjustment:

27th December, 1996

He said the National Development Council, which

includes chief ministers of all the states, would meet on

January 16 to endorse the document. Reuter, New Delhi

ninth plan had been unanimously endorsed and accepted

minister, has promised to reveal.

beginning on April 1 1997.

minister, earlier this week.

different sectors. It said the government's plan to trim Shk5bn (\$1.5bn) off 1997 budgetary expenditure and to increase state income by Shk2bn would hurt salaried

workers and the poor. The labour federation also said it

Earlier this year, the Histadrut staged two brief strikes

India aims for 7% growth rate

Mr Michael Bruno, former

governor of Israel's central bank and until recently the

resident (pictured left), died

on Wednesday night of an

illness at the age of 64. Mr

Bruno played a kay role in

hit by hyperinflation in the

mid-1980s. Before joining the World Bank in 1993 he

served as Bank of Israel

Mr Bruno held visiting

professorial positions at

Avi Machtis, Jerusalem

Avi Machlis, Jerusalen

Notice Adjustment of Subscription Price

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issued with U.S. \$100,000,000 1 per cent. Guaranteed Notes 1997

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for the captioned Warrants as at that date, the Company has adjusted the subscription price of the captioned Warrants as follows:

21st December, 1996 (Japan time)

Yen 793.00 per Share

Yen 786.60 per Share

formulating a plan to stabilise the Israeli economy, which was hard

World Bank's chief

conomist and vice

per cent this year, while inflation would remain below 7

requirements as factors that belped to slow domestic

Economists cited the central bank's high interest rates.

as a result of a slowdown in the growth of non-oil

without fear of repercussions from

when I heard of this report," said Mr Goh. "I can tell you I was furielections on January 2, was referring to a US State Department offi-cial's reported comments on a state of the US in due course. Calling the remarks of

opposition candidates would be left "totally absurd". Mr Goh said that Singapore's ruling People's that bousing estates which chose out of housing redevelopment while Singapore could take criti- Action party (PAP) is already opposition politicians would not assured of an election victory qualify for housing redevelopment

"When the government gets into

because opposition candidates are contesting only 36 seats in the 83member parliament. This fact, bowever, bas dona nothing to damp the intensity of Mr Gob's

The PAP has offered voters a comprehensive programme of com-munity development but it has repeatedly made it clear that such benefits are to be awarded selectively. Mr Gob warned receotly

schemes and ran the risk of turn-

Other senior Singaporean officials joined in denouncing the US. some in stronger terms than Mr Goh. Mr George Yeo, the informa-tion minister, said: "I am quite surprised that the Americans should raise an issue about how we run democratic politics in Singapore when their pork-barrel politics is something of a long tradition."

Hata sets

Mr Tsutomn Hata, a former

prime minister, and 12 tollowers quit Japan's

largest opposition party

a new political group,

Shinshinto (New Frontier

party) yesterday and set up

Reuter reports from Tokyo

To carry on the same

Japan on the road to ruin,

conference after founding

The long-expected defection follows squabbling

between Mr Hata and Mr

Shinshinto leader, since the

party made a poor showing

October. The two legislators

who spent decades in the

ruling Liberal Democratic

oppose their former party.

This is a better step than

within the party," Mr Hata

said after the resignations.

in general elections in

party before founding

disagreed over bow to

continuously bickering

Shinshinto in 1994,

dead-end course will put

Mr Hata told a news

the new party, called

Taiyoto (Sun party).

up new

party

Japan to hold down rates

Japan should maintein its current low-interest rate policy to ensure continued economic recovery, the Organi-sation tor Economic Co-operation and Devetop-

ment said yesterday.

The annual survey of the Japanese economy from the OECD, think-tank tor the world's industrialised nations, also raised concerns over the bad loans held by the country's financial institotions and Japan's fiscal condition, which is believed to be among the worst of the Group ot Seven industria-

lised countries. The Paris-based organisation said the record low official discount rate - the rate at which the Bank of Japan lends to private banks – since September last year, had belped economic expansion. The country's banks had also improved their profitability and rebuilt their capital base, hit by a wave of

bad loans. But in spite of improved profit margins, the large amount of non-performing ioans beld by banks and other financial institutions including the jusen - the now defunct bousing loan companies - posed a threat to the overall economy, it in the next year.

The report also urged consumption tax in order to Japan's expansionary fiscal stance bas contributed to Y191bn.

pushing the combined deficit of central and local governments to around 7.4 per cent of gross domestic product. said the OECD.

The report called for further deregutation of Japan's industries, eliminating remaiotng barriers to its markets and cutting regulations in non-manufacturing

William Dawkins adds from Tokyo: Outstanding bad debts at Japan's banks felt by 16 per cent to Y29,22Sbn (\$256bn) in the six months to September, the finance ministry announced yesterday. Nearly all the decline was because of write-offs of jusen toans, as part of an accord with the government io which a politically unpopular state subsidy is to contribute to the liquidation of

the *iuscn*. This represents very little real improvement," said Mr Paul Heaton, financial analyst at Deutsche Morgan Grenfell in Tokyo. "Apart from the jusca, there is no decrease in exposure to bankrupt companies and past due loans.

He pointed out that a decline in banks' operating margins suggested they would bave even less spare cash to fund loan write-offs

According to finance ministry data, loans to bankrupt Japan to raise the country's companies rose by Yiltbn over the period and loans on reduce its budget deficit, which interest payments were overdue rose by

reported as saying that voters unofficial quarters, the US govern-everywhere should be able to vote ment should not interfere.

the government". the act, or the State Department through a spokesman, when we the act, or the State Department hava an election on... I think that's beyond the pale," he said. "We are a little country, and if little countries get pushed around because we don't have people with s stout heart, I think we are done

Leghari seeks to stabilise **Pakistan** finances

By Farhan Bokhari in Lahore

Mr Farooq Legbari. Pakistan's president, bas apponneed economic reforms to be undertaken by the interim government in an attempt to stabilise the country's finances.

In a televised speech on Wednesday in English and Urdu, Mr Leghari promised to clean up the tax collection system, cut government expenditure and privatise loss-making public sector companies.

Western diplomats and leading businessmen in their first reactions sald the speech failed to clear the confusion that has persisted both before and since Ms Benazir Bhutto was fired as ari on November 5.

Mr Legbari said the money from the new privatisations would be used to pay off public debt of \$50bm. In the first three months alone, he predicted, such saies could bring Pakistan about \$600m. He said Pakistan would sell off its utilities and railways, among others. He also promised to make

more people pay taxes, a dif-ficult job in a country of 140m people where only Lim, or one in every 130, are taxpayers. The wealthiest in Pakistan often use their agricultural holdings to hide industrial revenues. owner himself, said that would soon end.

The interim governments in the four provinces are introducing an agricultural tax, which international lending institutions such as the International Monetary Fund have demanded for

several years. Mr Legbari said a big problem in Pakistan bad been the unreliability of its figures. For example, Ms Bhutto said the deficit at the end of the last fiscal year was down to 5 per cent of gross domestic product, when in fact it was 6.3 per

cent, he said. "We have a system whose integrity is challenged every other day," be said.

While promising to try to introduce a whole new system where corruption would be curbed and everyone paid a fair share, Mr Leghari warned against excessive outimism. The problems, he said, "are deep rooted and cannot be addressed in the short time available to the

caretaker government". Mr Leghari's speech did little to dispel the uncertainty before national elections set for February 3. He promised to use his influence to see the next government followed through on his reforms. But Ms Bhutto said she would set her own economic course if elected.

The English version of Mr. Leghari's speech was aimed

at convincing the IMF and the World Bank that Pakis tan remained committed to reforms, senior government officials said.

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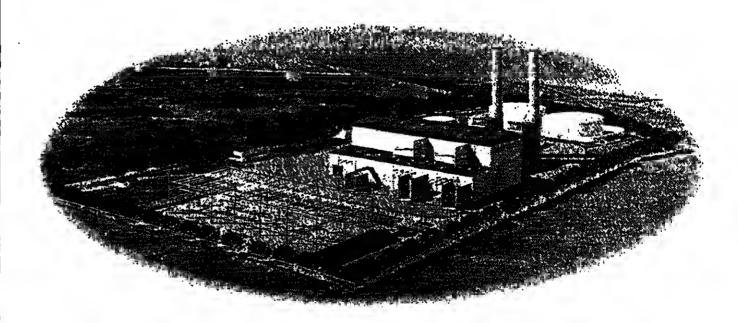
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prime minister by Mr Legh- | Tsutomo Hata announces his new party yesterday

Yet another power project is on our drawing board. Or should we say, "drawing boards."



this 478 megawatt gas-fired power plant in Marmara, L Turkey, is just one of several new projects currently under construction by Enron Engineering & Construction Company (EE&CC). Enron is a 50 percent owner of the plant, EF&CC will also serve as operator and contractor with construction to begin in 1995 and operation slated for year-end 1997.

Next on EE&CC's agenda is a 500 megawatt, combined-cycle power plant on the Island of Sardinia in Italy where we will start as owner's engineer. Enron will operate this facility as well, which should begin commercial operation io 1998,

selling the electricity generated to a government utility under a 20-year power purchase agreement.

EE&CC has an impressive track record as a complete turnkey contractor of international projects. Our contractor advantages include skills to applying leading-edge technology and maintaining excellent project safety and environmental records. EE&CC is proud of its role as provider of power engineering, construction and procurement services to a world with growing energy needs. Let us add your project to our drawing board by contacting Ken Koye, Vice President. Business Development at (713)046-6520 in Houston, Texas, USA.

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been higher.

painless way to cut the gov-

tax thresbolds rise each year

in line with the consumer

Mr Michael Boskin, a for-

mer chairman of the Council

of Economic Advisers and

head of the special commis-

sion investigating the reli-

ability of US economic statis-

tics, estimated the reduction

in the deficit could amount

to as much as \$1,000bn over

Since the report was pub-

lished, however, a steady

stream of objections has

chipped away at its credibil-

ity. Pensioners' groups said

that, if acted on, it ran the

risk of increasing poverty

among the elderly. Politi-

cians trod gingerly around

its recommendations for fear

of inviting popular retribu-

tion for what could be seen

as a backdoor way of raising

Political opposition was

not surprising given the

implications of the report for

the federal budget. But a

more powerful rebuttal is

now emerging from the

ranks of economists, chal-

lenging the methodology of

The most outspoken tech-

nical criticism so far has

come from Ms Katherine

the report itself.

taxes and cutting benefits.

10 years.

and spending lower.

Trade and sanctions still hamper growth

Recovery in Cuba outstrips forecasts

By Pascal Fletcher

The pace of Cuba's economic recovery quickened in 1996, exceeding official expectations, but prospects for continued growth are still constrained by unfavourable trade and financing conditions and tightened US economic sanctions.

Presenting the 1997 budget and economic plan to the National Assembly, Cuba's economic strategists said one of their main tasks would be to try to ease a hard-currency cash squeeze resulting from a widening trade deficit and heavy reliance on expensive,

short-term credits. Mr José Luis Rodríguez, vice-president and economy minister, said Cuba's gross domestic product grew 7.8 per cent in 1996, outstripping a 5 per cent official forecast. despite deteriorating terms

of trade, damage caused by Hurricana Lili in October and the US Helms-Burton eign investment on the island. There had been modest improvements in income and living standards.

Cuba's GDP plunged by nearly 35 per cent between 1989 and 1993 following the Soviet bloc. This means that year. despite the 1996 advance, general living standards still remain well below 1989 lev-

Mr Rodriguez said the difstraints, GDP growth for 1997 was forecast at 4-5 per cent. Tighter controls would \$11bn. be imposed on hard-currency spending, distribution of efficiency and productivity. growth next year.

The minister spelled ont the tough challenges facing the economy. Although law, which seeks to curb for- exports grew 33 per cent this year, imports increased by a similar amount, more than double the forecast and further widening a trade deficit that had already reached an estimated \$1.2bo for 1995. Rising world prices added an collapse of the island's trade extra \$226m to Cuba's oil and aid ties with the former and food import bill this

Although compensated in part by inward investment flows and remittances sent by Cuban émigrés, the trade deficit was being financed ficulty with external with short-term credits, finances was the biggest obtained at high interest obstacle to sustained recovery. As a result of these concent. This had increased Cuba's convertible currency debt, estimated at about

Tourism and nickel mining, both important hard credits, and investments, currency earners, were with greater emphasis on expected to continue strong

Havana's assault on US sanctions law

By Pascal Fletcher

Cuba's counter-attack over the US Helms-Burton bill appears to be more a political than an economic

The Helms-Burton Act. introduced in March, threatens penalties against foreign companies judged to be "trafficking" in expropriated properties in Cuba formerly owned by US nationals or Cubans who are now US citi-

Cuba's counter-measure the Law of Re-affirmation of Cuban Dignity and Sovereignty, which was passed by the National Assembly this week - rejects outright the legality of the US bill, declar- ada and Mexico. ing "null and void" any

citizens to claim financial compensation from the US for damage and injuries inflicted by Washington's policy of hostility over the last 37 years. Cuba's justice ministry is to set up special commissions to receive and study claims,

Mr Ricardo Alarcón, National Assembly presi-dent, said Cuba had a duty to protect foreign companies and individuals who expressed confidence in the island by investing there. The Cuban initiative follows counter-measures to Helms-Burton introduced by Can-

Only a few articles of the

claims made under it. nsw Cuban law seem
At the same time it directly related to providing upbolds the right of Cuban investor protection. The government has been given a broad mandate, including the transfer of interests to investment funds and other financial entities. Several foreign investors in Cuba bave already moved to restructure operations to evade the Helms-Burton bill.

The document repeats Cnba's willingness to provide fair compensation to US citizens whose properties on the island were nationalised after the 1959 revolution. But it recommends that this form part of a wider political negotiation between Havana and Washington "on the basis of equality and mutual

Political defections cause stir in Mexico

By Leslie Crawford in Mexico City

A spate of defections from Mexico's ruling party, and opposition manoenvres to form a united front for next year's mid-term elections. havs given Mexicans a foretaste of the political turmoil awaiting them in 1997.

The plunging popularity of the Institutional Revolu-tionary party (PRI) has led many pro-government politicians to switch allegiances before congressional and gubernatorial contests in six key states, and the first election for a governor for Mexico City next July.

Ms Layda Sansores, PRI senator for Campeche, triggered the wave of defections by announcing she would stand for governor in her oil-rich state for the leftwing Revolutionary Demo-cratic party. She was followed by two PRI congressmen who now call

themselves "Independents". Their defection led to irrate scenes in the lower house, where PRI stalwarts burled the seats of their former colleagues across the chamber.

In the wealthy northern state of Nnevo León, the PRI's chances of holding on to the governorship received a blow with the defection to the small Workers' party of Mr Luis Eugenio Todd, a former ambassador and leading PRI luminary in the state capital, Monterrey.

The last straw for the ruling party came with the resignation of Mr Dante Delgado, former governor of Veracruz, who took 14,500 PRI members with him in an attempt to launch a new political movement

Mr Delgado's career as an opposition leader was short-lived. He was arrested 10 days ago and charged with frand during his term as governor, which ended in 1992. His arrest put a temporary brake on the defections, as PRI politicians reflected on the power of the party to punish traitors.



Economists counter-attack

also promised an invitingly Abraham, head of the

Boskin: facing massed ranks of economists

ernment's chronic budget deficit. Public pensions and Bureau of Labour Statistics (BLS), the government agency that compiles the price index (CPI). If the rate CPI, who said the Boskin of increase were lower than currently planned, then tax conclusions were deeply flawed. Other economists revenues would be higher have come to her support.

Mr Gary Burtless, an economist at the Brookings Institution in Washington, says: There is indeed an overstatement in the CPI but it's only about half what Boskin argued." This reflects an increasingly held view that the report was over-zealous.

The commission estimated that the total overstatement of the CPI inflation was 1.1 percentage points. Instead of an annual rate of price increases of about 3 per cent at present, the figure should be just under 2 per cent. It attributed the error to three causes. Most important was that some of the appar-

ent increase in prices reflected improved quality of goods and services and could not be counted as "pure" inflation. This contributed about 0.6 percentage points to the overstatement, the commission said.

Substitution bias, or the failure to detect changed spending by consumers as relative prices changed, contributed 0.4 percentage points, and changes in the pattern of spending by consumers - more buying at discount shops now than at

traditional outlets - were responsible for 0.1 percentage points.

The improving quality argument has come under most fire from economists. Although there is plenty of evidence that quality has improved in certain goods and services and that the price rise to some extent reflects that, there are three

occurred over a much longer time frame than is accounted for in the Boskin report. Although the increasing availability of sophisti-cated electronic equipment may have increased the degree of understated improvement in quality in the last decade, the problem is not purely a recent phenomenon: official measures overstated price increases.

Y econd, measuring qual-Although the quality of cars may be better and more reliable than it was, how can this be quantified reliably? In any case, the BLS already attempts to make these judgaccordingly.

Third, what about those goods and services where postponed, Page 17 quality has deteriorated? Mr Boskin did not fully examine

this change, but some economists cite the declining quality of education as a good example of movement in the opposite direction.

This question of quality is really a judgment call." says Mr Burtless, "not something that can be clearly identified as an error in the calculations".

There are problems too with the Boskin commission's calculation of substitution bias. This states that the CPI does not properly reflect the fact that if, for example, the price of apples rises, consumers buy more oranges. The actual increase in their cost of Itving is therefore not as great as if they had gons on buying the same number of the higher priced apples.

But what if the consumer

really wants apples, and is forced to accept oranges as second best? The actual utillty of the substitution may lower, a factor that should be reflected in some way in estimates of price.

The commission's report also said the CPI did not take account of the fact that more consumers now bought nt cheaper discount stores First, improvements in than at big supermarkets quality have probably and traditional outlets. The BLS accepted this, and said it was already working to eliminate the distortion.

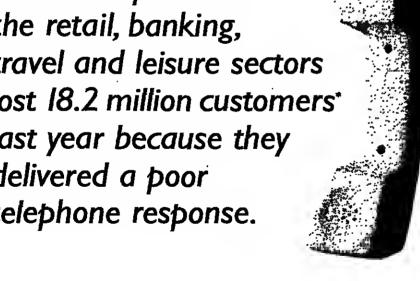
But Ms Abraham says the BLS calculation puts the overall overstatement of the CPI at about 0.25 percentage points. Other economists critical of the Boskin commission put the figure a little higher, Mr Boskin and his colleagues are convinced of inflation bave always 1.1 percentage points is the correct figure.

An urgent consensus among the experts is needed Ity improvements is if political support is to be Dextremely difficult. gained for a change to the CPl. But as economists argue among themselves in ever more abstruse terms, the bigger issue of improving the way the government indexes taxes and spending ments and changes its index is likely to slip from the political agenda.

US inflation-linked bonds

Gerard Baker

Some companies in the retail, banking, travel and leisure sectors lost 18.2 million customers last year because they delivered a poor telephone response.



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*Data based upon The Henley Centre Teleculture Futures Report 1996



AMERICAN NEWS DIGEST __

Uruguay in dock as suspects freed

Peru yesterday requested an official explanation from Uruguay after a court there freed two Peruvians who had been charged with membership of the Tupac Amaru Revolutionary Movement (MRTA), the group holding 104 hostages in the Japanese ambassador's residence in Lima.

Soon after the two were released, Mr Tabafe Bocalandro, Uruguay's ambassador to Lima, emerged from the residence saying he was unaware of the reasons

Uruguayan government spokesmen denied there had been negotiations with the MRTA and said the suspects' release was decided on by the country's independent judiciary. Mr Victor Joy Wsy, president of Peru's Congress, commented on the "spparent coincidence" of the Uruguayan envoy's release and Japan said freeing the suspected guerrillas "has complicated the resolution of

An explosion yesterday shook the Japanese ambassador's house but there was no indication that anyone was injured. Policemen gave conflicting accounts about whether the blast occurred inside the bouse or on its grounds, but later indicated it was an anti-personnel bomb going off accidentally.

Go-ahead for tobacco suit

Connecticut may proceed with a lawsuit seeking \$1bn from tobacco companies to recover the tax money spent treating smoking-related illnesses, a federal judge has ruled after an attempt by tobacco groups to block the

Attorney General Richard Blumenthal said he believed it was the first time a judge bas thrown out one of the lawsuits tobacco companies have filed to block states bringing Medicaid claims against them. Ninsteen states, including Connecticut, have such suits pending.

The companies alleged it was illegal for Connecticut to shift its Medicald burden on to out-of-state companies making a product the state regulated and taxed. The pre-emptive lawsuit was filed by Lorillard Tobacco, Philip Morris, R.J. Reynolds Tobacco and Brown & Williamson Tobacco, owned by BAT Industries. AP-DJ, New Hover

TV standard approved

The Federal Communications Commission yesterday approved the technical standard that will govern the next generation of television in the US, setting the stage for the commercial launch of high-definition television (HDTV) after more than a decade of development.

The FCC approved a compromise technical standard hammered out in November between representatives of the US computer and television industries.

The regulator's move was welcomed by television makers. Zenith Electronics said it planned to start selling HDTV sets in early 1998, to coincide with the expected launch of commercial broadcasts in the new digital Richard Waters, New York

Brazil telecoms setback

A Brazilian court injunction yesterday halted the transfer of a 35 per cent stake in state telecommunications group CRT, bought last week by a group including Telefónica of Spain. A spokesman said the state had filed an appeal to have the injunction lifted and was confident that would happen in a few days.

The injunction was sought by the Workers' party, which said the state did not own the block of shares because they were used as collateral for outstanding

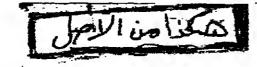


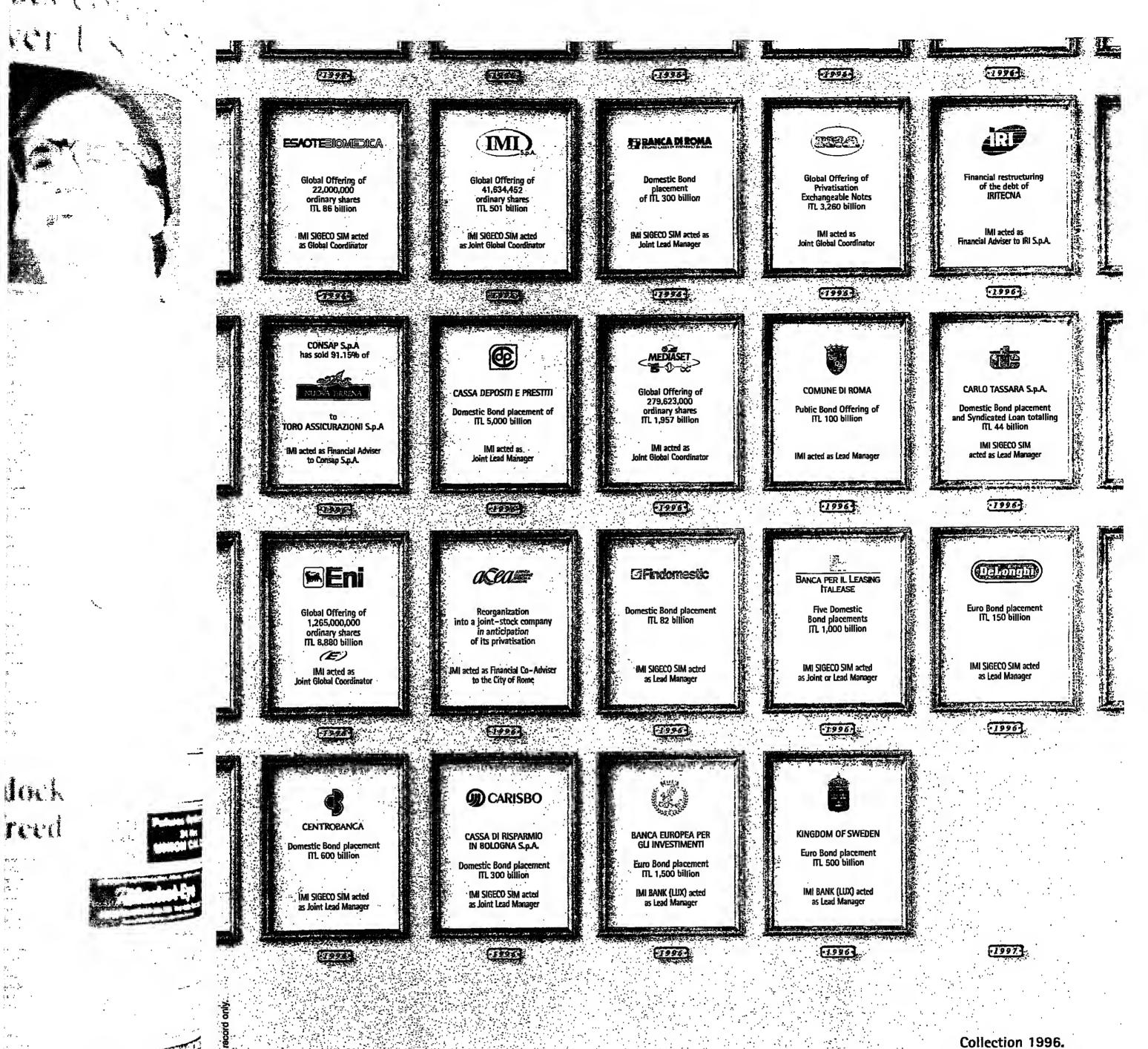
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Weekly Petroleum Argus

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UK NEWS DIGEST

Economists say improvement shows companies are succeeding despite appreciation of pound

Trade gap halves as exports to EU surge

Economics Staff

An unexpected surge in exports to Germany and France helped halve the UK's trade eap in October. taking it to its lowest level since the beginning of 1995. The Office for National

Statistics said export volumes to the rest of the European Union grew in October at its fastest rate for 13

This helped cut the UK's trade deficit with the rest of the world to a seasonally adjusted £454m (\$758m) - the smallest deficit since March 1995. It compared with a gap of £1.1hn in September. The deficit with other EU countries was £36m, compared

exports in October was due to oil and erratic items such as precious stones. Excluding these, the underlying deficit with the rest of the world narrowed to £1.1bn, from £1.5bn in September.

More up-to-date figures show that the trade gap with countries outside the EU widened slightly to £639m in November from £418m in October.

But economists welcomed sign that UK companies are succeeding in markets elsewhere, in spite of the sharp appreciation of the pound since the summer and still eluggish growth in some European economies.

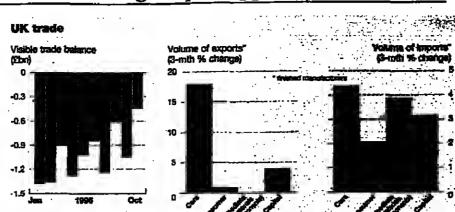
The improvement will ease fears that fast economic

About half of the rise in growth could fuel a surge in imports and a sharp deterioration in the trade gap. ONS statisticians said they now thought the trend was for a narrowing deficit.

> Mr Phillip Oppenheim, a Treasury minister, said the figures showed that UK exports were on a strong upward path

Stripping out oil and erratic items, export volumes to the EU in the three months to October were 4.5 October's improvement as a per cent higher than in the previous three months - the strongest growth since September last year. But economists warned

that the recovery in UK investment, expected next year, and continued strong consumer spending could



the deficit as imports were sucked into the UK.

They said sterling's rise which means that imported goods are cheaper - could also be temporarily depressing the cash value of imports in sterling terms. Bnt this might rebound

when importers have bad enough time to react to the lower prices by bnying more. Mr Jonathan Lovnes, UK economist at HSBC Markets.

to widen gently in the new The ONS said one big com-

pany outside the UK which had been using Britain as a port of entry for goods into the EU before exporting its goods to other European countries had switched its activities to the Netherlands, thus depressing both UK

imports and exports. Statisticians said they did not know yet whether this

linked to the Channel tunnel fire - or whether it reflected a longer-term move by the

Since 1993 statisticians have detected a sharp rise in imports of intermediate goods, especially computer parts, from outside the EU. These were shipped into

the UK and then exported to countries in mainland Europe. But the ONS said this flow of imports had

German group to boost white goods purchases

The German company that is Europe's second largest maker of domestic appliances is planning a big increase in its purchases of white goods from the UK because of the attraction of Britain's low wage costs and flexible working

Bosch-Siemene Hansgerätz intends over the next two years to increase four-fold its buying of items such as cookers and washing machines, which it would sell

The company is a joint venture to the growth of "own label" prodhetween Robert Bosch and Siemens, two of Germany's biggest engineering husinesses.

Since Bosch-Siemens has no UK production base, such "local sourcing" is essential if it is to make inroads into the UK market while taking advantage of the conditions for manufacturing in the UK.

Purchasing goods in this way with the products labelled as though made by one manufacturer though in fact made hy another is a common feature of electronic goods manufacture and is similar

ucts in the supermarket trade.

Mr Ernst-Uwe Hanneck, Bosch-Siemens' UK managing director. said be wanted to increase the company's sales in the UK ~ of about £150m (\$250m) a year st factory prices - to about £200m a year by late 1998. As part of this, use of local sourcing of products is targeted to grow from about 2 per cent of Bosch-Siemens' UK sales to 5 per cent to 10 per cent in two years' time.

That equates to stepping up pur-

Rosch-Siemens has also signalled it is still looking out for its own UK production base through a possible purchase of an existing site. Two years ago it was keen to buy the UK production operations of Hoover Domestic Appliance, part of Maytag of the US, although these eventually went to Candy of Italy for £108m - a price that Bosch-Siemens was not prepared to match.

"We would still be open to havchasing of this kind from £3m a ing a UK production operation, if petition.

year now to about £14m a year by this option became available." Mr Hanneck said.

One reason for Bosch-Siemens interest in the UK is that the white goods market in Britain, after several years of stagnation, is growing faster than in most other large European countries

Buoyed by a healthy rise in consumer spending and more people buying homes, sales volumes of domestic appliances in the UK are set to expand by about 5 per cent this year even though margins are under pressure due to tough com-

SITA (GB), part of the French SITA group, has failed to beth but the £35m contract has been awarded to Serviceteam. The contract will run for seven years with an

Transfer of Undertakings (Protection of Employment) Regulations, which concern the rights of workers transferred between employers.

pposition leader approves plans for think-tank

By James Blitz. Political Correspondent

The opposition Labour party is set to recreate the Central Policy Review Staff - the think-tank that dominated government policy-making in the 1970s - if it wins the next general election.

Senior Labour figures say Mr Tooy Blair, the party leader, has approved plans that would create a new too short-term an outlook

government to develop long-term policies. Baroness Thatcher, the

former Conservative prime minister, abolished the CPRS in 1983. She replaced it with the Downing Street Policy Unit, a smaller unit of civil servants and political

Senior Labour figures believe the policy unit has

CPRS, which would help the and is ill-equipped to undertake detailed analysis of the work done by government departments.

They believe one of the merits of the CPRS, which was set up in 1971 hy the Conservative leader Sir Edward Heath when he was prime minister, was its ability to co-ordinate detailed research across government departments.

CPRS examined strategic issues that were not on the government's immediate agenda, such as the future of the Foreign Office, higher education and space There is speculation that

Labour's new body could also play a role in helping With a much bigger staff round, replacing work done of staff to Mr Blair.

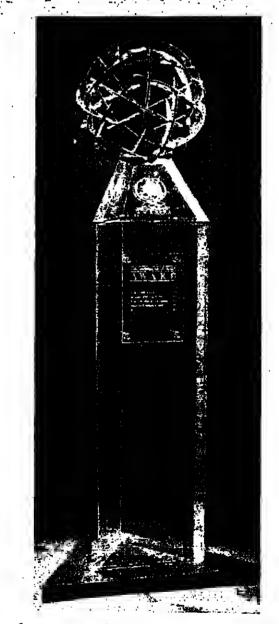
than the policy unit, the by the fundamental expenditure reviews introduced three years ago. One of the main issues fac-

ing Mr Blair would be who

to choose as a head for the new unit. An obvious candidate would he Baroness Blackstone, the Labour peer and member of the thinktank from 1975 to 1978. Treasury assess the Another candidate is Mr Jonannual public spending athan Powell, currently chief

The plan to recreate the CPRS is part of the review under way in and around Mr Blair's office about ways to restructure the main government departments if Labour comes to power...

The party's team on civil service issues is considering whether scrutiny of the service could be strengthened by reforming the activities of Sir Robin Butler, the cabinet



The European Quality Award 1996, won by Brisa

An expected return on investment.



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warns of crisis

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Meat industry leaders are warning of "blood on the floor" in the slaughtering sector next year if abattoirs fall to agree on a scheme to cut serious overcapacity. The beef crisis has temporarily exacerbated overcapacity, which industry estimates now put at 50 per cent.

Meat industry

said the Meat and Livestock Commission. The commission is working with the industry on strate-gies for survival and hopes abattoir leaders will agree in January on a plan to set up a consortium to form a "development" company. It would buy up and close slaughterhouses, selling sites for redevelopment. The plan could cost £20m to £30m (\$33.4m to \$50.1m), said Mr Mar-

tin Palmer, head of industry strategy. Without concerted action, the inevitable rationalisation would be "extremely messy", he said. "We have seen it happen in other British industries. In five years, it may

only be half the size it is now." But some industry figures doubt whether a voluntar scheme can work. Mr Brian Pack, chief executive of ANM Group, a Scottish co-operative that owns Scotch Premier Mest, said no abattoir would pay up unless it was sure all others were prepared to do so. He feared it would be left to market forces to reduce capacity. "I believe there will be blood on the floor," he said.

RAIL FREIGHT

EWS poised to dominate sector

English Welsh & Scottish Railway, the US-owned freight company, is poised to acquire Railfreight Distribution, British Rail's Channel tunnel freight train operator, in a move which will give it a near monopoly of the former BR freight business.

EWS, which has already taken over BR's Royal Mail and bulk freight companies, has been nominated as preferred bidder for RfD, the last of the BR freight businesses to be sold. The only other hidder was Freightliner, a management buy-out company, which moves container trains

The timing of the announcement, on Christmas eve, will be seen by the opposition parties and opponents of privatisation as an attempt to avoid criticism of the dea EWS, which is owned by Wisconsin Central Transportstion, is expected to complete the takeover of RID early next year, provided it can conclude the financial arrange ments for the acquisition. RtD operates trains moving containers, cars and car components and conventional freight between destinations in the UK and continental

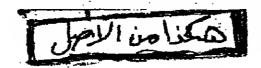
PRIVATISATION

SITA loses municipal bid battle

win one of the UK's biggest and most comprehensive contracts to provide municipal services. In October SITA was selected as lead tenderer by the London authority of Lamoption to extend to 10.

In the final process SITA was not prepared to meet some of the authority's requirements relating to Tupe, the

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enior executives in big businesses are increasingly turning themselves into "information officers", responsible for at least part of the time with bouncing ideas around their companies.

The role is particularly pronounced at some of Britain's bigger engineering companies concerned with "global subcontracting" - turning out huge varieties of components to fit into other businesses' products on a worldwide basis. For engineering companies of this sort, involved with dozens of overlapping technologies, putting one part of the enterprise in touch with an idea developed elsewhere can make the difference in winning a substantial order.

TI, the UK engineering group which has annual sales of £1.7bn. provides an example of this spread of information. One-page news bulletins, called "red flashes", are sent throughout the company. These discuss new technical ideas devised by one part of the business that could be useful in others.

The group makes a range of mechanical and polymer-based and mechanical products for, among others, the automotive and serospace industries. Ideas in "red flashes" could be anything from a new plastics formulation to a seal to stop water leaking into railway carriages.

In spite of the system. Sir Christopher Lewinton, TI's chairman and chief executive, believes the company is no more than a tenth of the way towards ensuring that information is swapped between different divisions in the most efficient way. At present there are a "few dozen" such ideas a year that are channelled around the group, while it should be pushing the figures towards hundreds, he says.

Another company trying a similar approach is McKechnie, with sales of nearly £500m a year, which makes a range of products from plastic parts for computers to aerospace fasteners. Michael Ost, McKechnie's chief executive, says a large part of his job is "looking for opportunities to transfer technology" between different parts of the company so that they can pick up and develop their counterparts' ideas.

One example involved a plastics moulding technology, dsveloped by one McKechnie division for making fuel pipes for vehicles. Other parts of the company adapted the technology to make connectors for incorporation in Hewlett-Packard printers, and also a plastics "trim" product for domestic use in sealing baths. Siebe: Britain's biggest diversi-



It's good to talk

The task of spreading information between divisions goes right to the top, writes Peter Marsh

between control systems for anything from fridges to cars, plus industrial equipment such as compressors, also has to try to juggle ideas between different

parts of the group. Allen Yurko, Siebe's chief executive, spends up to a third of his time visiting the company's execfied engineering company, which utives in regional and divisional are doing, but not so closs

splits its £3bn-a-year sales headquarters around the world. At these meetings he typically "brainstorms a dozen potential dsvelopments, some of which are bounced back to the divisions for more work. Often I am looking to see how such ideas may be exploited across the group. I have to stay close enough to the action

that I inhibit local management. Through such discussions Siebe took into a new field a computerised sensing technique developed by Foxboro, its factory controls division. The sensing system, based on gas detection techniques, was initially devised for monitoring air quality in process plants in equipment costing about £7,000.

Engineers in another Siebe division, concerned with personnel safety products, modified the technique for personnel protection devices selling for about £700. These are worn by people working in hazardous environ-

ments, such as miners. Morgan Crucible, another UK engineering and materials company which operates globally, has 120 plants in 40 countries and sells products such as carbon brushes for motors and electrical connectors to industries as diverse as off-shore construction household goods and industrial roofing. Part of its philosophy is to keep business groups small -with annual sales of \$850m it splits itself into about 150 subsidlaries each employing up to about 150 people.

In this decentralised organisa tion, Bruce Farmer, the manag ing director, says an important role for him is to talk to other people in the group, taking in ideas and passing them on to others. "I spend 95 to 100 days a year visiting other parts of the group. I write no more than 10 memos a year. The flow of ideas is easier if you are discussing things face to face or over the phone."

The company tries to involve other employees in the process; it spends £1m a year on training managers to be more receptive to new thinking and to react quickly to changes demanded by

Out of this welter of discussion has come some useful technical leaps in which, for instance, carbon-based materials used in the mechanical parts of pumps and developed by one unit of the company have also seen service elsewhere in coatings for bear ings used in aircraft controls.

Components for electric motors - an area in which Morgan is a world leader - can be experimented with and used in a variety of products from toothbrushes to railway engines and with customers ranging from Black & Decker to Bosch.

Farmer estimates that his company makes "tens of thousands" of different products, with one fifth of this year's sales accounted for by products which did not exist in 1993. He says the measures to belp the swapping of to appreciate what the divisions ideas are important in keeping up the new product flow.

Executive health · Carol Cooper

A jog along the road to good intentions

Practical new year resolutions that everyone from the boss down should make - and keep

t is traditional to start the new year with an abundance L of good intentions, but which resolutions are realistic enough to last 12 months? The following suggestions for a happier and healthier workplace in 1997 consist of five practical ideas for the executive's own well-being followed by five for the staff, although obviously many can

benefit both. First, let your appetite be a guide to good untrition and eat only when hungry, not just when entertaining clients or when frustrated by a bad day at the office. That means no comfort eating, but no weird regimes of one lettuce leaf on alternate days either - yo-yo diets are unhealthy.

Make a commitment to exercise. Those with gym or sports facilities at work often have no time to use them, but anyone can fit gentle exercise, like using stairs, into their daily schedule. If nothing else you will be in better shape for the next train or Tube strike.

Take hourly breaks from the VDU screen, no matter how punishing the pace of work. Even half-a-minute spent stretching neck, back and shoulders, and gazing into the distance makes a big difference.

When things go wrong, keep calm. Irate outbursts both alienate staff and stress the heart - research shows that bouts of temper more than double the aggressor's risk of a heart attack in the next two

Inevitably, work is brought bome, literally or metaphorically. To prevent insomnia, don't take unresolved worries up to bed. Instead, set aside 15 minutes or so, with paper and pencil, to debrief hefore bedtime.

Make bealth risk assessment part of everyday life. It takes only awareness and common sense to spot potential dangers such as trailing flexes, air vents

blocked by artistic displays of

holiday postcards, and filing cabinets placed next to desks they tempt people to stretch and twist rather than get up and do

it properly. Make an effort to comply with legislation. Of course, most employees beed the requirements of the Reporting of Injuries, Diseases and Dangerous Occurences Regulations 1995 on reporting big injuries, but what of less rious events and near-misses? If you take pride in your low accident rate, either your

It is estimated that two-thirds of all dangerous incidents go unreported

mpany is exceptionally safety-conscious, or there is serious under-reporting. It is estimated that two-thirds of all dangerous incidents go unreported, but businesses need to keep tabs on close calls so

they can learn from them. Tackle absenteeism. Good records may be enough to warn staff who medicalise their social problems and "take a sickie" to often. Employers who don't keep records often have 30 per

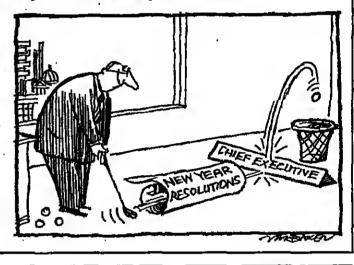
cent higher absenteeism Interviewing staff on their return is also effective. probably more so than phoning an employee at home when his temperature is 39°C.

Make time to listen to employees. A happy workforce is usually healthier and more productive. Or you may spot symptoms of depression such as slowness, poverty of emotion and inability to enjoy jokes not just the boss's quips, but genuine wit.

Suicides are rising, especially hi men under 35. In a recent study about 45 per cent fell into the category of "executive suicide", where work stress wa thought to be an important factor. Many companies offer ha-house counselling, but employees should also see their

Finally, no doctor's list of new year's resolutions is complete without mentioning smoking. At work, smokers have a higher rate of absenteeism, more low-back pain (the reason is unclear), and spend more time away from their desks. sometimes huddling outside the main entrance to enjoy a cigarette. If you still smoke too, you could give up with your

The author is a London GP



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IN THE MATTER OF THE COMPANIES ACT 1985

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IN THE MATTER OF

in the High Court of Justice No 997905 of

THE COMPANIES ACT 1985 NOTICE IS HEREBY GIVEN that a Petition the 10th day of December 105 expital of the above Cos (11,800,000 to £3,900,101.04,

\$11,800,000 to £3,900,101.04. And hotics is further given that the axid Petition is directed to be heard before the Registers of the Companies Count at the Royal Court of Justice. Surand, London WC2A 21,L. on the 13th day of January 1997. Any creditor or shareholder of the axid Company desaring to oppose the molting of an Order for the confirmation of the said reduction in catalog for the Company should move at the

purpose.
A copy of the said Petislon will be furnished to any person requiring the aunter by the undertocotioned solicitors on payment of the regulated charge for the same.
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Collateral Damage

A mystery in five parts by thriller writer Peter Tasker. The story so far: Charlie has discovered that Piers Montagu, Berwick Brothers' star investment manager, whose charred

body was found in his country home, had attempted to control the world aluminium market. Clues lead her to the Lucky Snake company.

Peter Tasker, Japan strategist for Dresdner Kleinwort Benson, is author of Silent Thunder and Buddha Kiss. His story concludes in tomorrow's Weekend FT - you could play a part in that final chapter by entering our competition (see panel).

CHAPTER FOUR

ike many things in life, Hong Kong looks a lot better in the dark. So thought Charlie as she gazed out of the aircraft window at the skyscrapers glittering like a tray of expensive duty-free hric-a-

A few minutes later the 747 was gliding past the giant apartment hlocks, close enough to see the families st dinner, then careering down the perilously short runway and juddering to a halt just yards from the murky waters of the har-

The taxi-driver, whose English language comprehension was the worst she had come across outside New York, deposited her st the Peninsula Hotel shortly after eight.

Charlie left her bag with the concierge, then took the Star Ferry over to Wanchai. She was just in time for her dinner appointment with Alan Lau, senior columnist

> This club has over 2,000 hostesses on its books. And Donald interviewed every one

on the South China Herald. It was the first time she had seen him since going down from Oxford. "Charlie, you look great."

"You too. You're looking so . . . so distinguished." In fsct Alan was looking middle-aged. His hair-line was in full retreat, and his androgynously sleek features, which Charlie had once found so attractive, were marked with

"The heat is on," be explained. "When I went to ald Wn is very keen on Beijing in the summer to attractive ladies." cover the party plenum, my room was turned over and all my papers were stolen. Then just last week someone took a baseball bat to my

"Why for God's sake?" "That's the interesting point. I'd done a lot of critical stuff before, hut no one ever cared. What I've been focusing on this year is a series on factional struggles in the higher echelons of the army. Ohviously someona cares about that. It's a clear signal thet as of next July my career here as a journalist is over."

"With your reputation, you could go anywhere, of the dance floor. Alan. Singapore, for exam-

Collateral Damage will end with an epigram

written by Peter Tasker. Pit your wit against

that of the author by bettering his final line,

which will be an old style saying with a bit

'When the year grows cold, we know the

pine and the cypress are the last to fade'

'It never troubles the wolf how many the

'it is tha wisdom of rats, that they will be

sure to leave a house somewhat before it

Tax is not a burden to the wise man - he

What we want is an old-style epigram with

needs to have wit and to reflect the soirt of

Collateral Darnage. Wa are asking you to

chapter, and will award extra points to the

submit your entries ahead of the final

s modern commercial flavour, along the

lines of the Montaou example above. It

The Last Word

of a twist. For example:

has a clever accountant'

sheep be'

and something of the old smooth charm returned to his face. "An investigative journalist moving to Singapore? That would be like a downhill skier moving to

lie had realised. Apparently, old man Wu had been born in Shanghai tha turn of the century. and the family's "great leap

It was after his father's death that Alexander, who in Guangdong province.

Guangdong faction was militantly opposed to central authority. "They don't want to pay taxes to Beijing or ohey any credit controls, though of course they still demand their share of the subsidies. The Communist party calls this 'warlord-

between the hrothers. Donald considers that Alexander is dishonouring his ancestors. As the elder son, It's his duty to preserve the traditional link with Shanghai." "Donald?" said Charlie,

"Didn't I tell you? Donald is the black sheep of the

der barely acknowledges his existence." "Do yoo think I could

"No problem, Charlie, Don-

apparent a couple of hours later when Alan took Charlie to the Club Dante, an enormous disco in the neon-splattered centre of Kowloon.

Sikh with a jewel flashing in his turhan. He muttarad something into a walkie-talkie, and in a matter of seconds a vintsge Bugatti appeared from the cavernous interior. The tuxedoed chauffeur ushered them into the back seat, then drove them to their table on the far side

"This club has over 2,000 hostesses on its hooks,"

The Competition

That made Alan chuckle, shouted Alan above the roar

Confucius

Francis Bacon

Charlie waited until the

dim sum had arrived before broaching the subject of the Lucky Snake group, "If only could write what I knew about those people," sald Alan with a sigh. "What a story that would make. You know the basics, I suppose?" The basics proved to be a lot more complex than Char-

forward" in the mid-1980s had been sponsored by topranking cadres in the Shanghai faction of the CCP.

"The Scots call it devolu-

Tsingtao beer.

meet him?

Just how keen hecame

The doorman was a tall

was born and bred in Hong Kong, began shifting allegiance, cultivating army leaders just over the border According to Alan, tha

Alan hit into a crabmeat

Just then the crowd dumpling. "Anyway this is cleared away from the Chinese man in a white suit in the middle. He lifted a cordless microphone above his hesd, executed a few kung fu-like sweeps of arm and leg, then broke into an even slushier Cantonese vertaking a slp of the soapy sion of a slushy Phil Collins

"That's Donald Wu." said Alan when the music finfamily. These days Alexanished. "Now you can see why his younger hrother took over the management."

on the stock

exchange," went on Alan.

"But the deal fell through.

Now it's his own private

playground."

"Liked your singing, opened Charlie 10 minutes "Have you ever thought about going professional?

"I'm, like, thinking of putting on a concert here in Hong Kong, Just, like, for my friends, you know."

Donald Wu spoke with a soft American accent. He was sprawled on the sofa in the manager's offica, mopping the parspiration from his face with a red silk

"I mean in the west," said Charlie, "there's a lot of interest in world music these days. The Virgin people were telling me just last week that they'rs crying out for

new talent from Asia." "You act for Virgin?" "That's right. My bank advised on the EMI deal. If

The five funniest, original entries will

receive an FT hemper hand-picked by its

specialists: bottles of red and white wine

chosen by Jancis Robinson, the FT's wipe

writer, the fiction and non-fiction books of

the year, as judged by Annalena McAfee,

literary editor, a classical and a popular CD

selected by our music writers; and a couple

of good taste goodles chosen by Lucia van

der Post, How to Spend it editor,

Send your entries by electronic mail to-

collateral.damage@ft.com or by fax to.

44-171-873 4433 or by phone on

44-171-873 4566. You can only enter

between 11am (GMT) and 11pm today,

Terms and Conditions
This competition is open to FT readers aged 18 years

and over. Entries must be submitted to one of the abou addresses by telephone, Fex or modern, and great be received by 11ptm (GMT) today, Friday December 27.

received by 11ptn (GMT) today, Pricary December 27.
1996. The winning entries, as selected by an independent panel of judges will be published in the FF on Monday December 30 1996. The decision of the judges is final and no oprespondence will be entered into. All prizes will be dispetched to winners within 25 days. There is no cash alternative. Copyright in all entries will be the property of the Financial Times.

£ ...

How to enter

Friday December 27.

of the pounding music. "And you like. I'll mention the Donald Wu personally interidea next time I see them. Who knows - you might end viewed every one of them." Charlie peered through the up duetting with Phil Col-

gloom. Everywhere she looked there were girls in That was a deliherate long slit-leg skirts pouring probe of tha man's reality drinks, stroking cheeks, level; if he laughed, the readwrestling with drunken husiing was normal. Donald Wn nessmen on the dance floor. didn't laugh. Instead, he Thai girls, Latino girls, black gave a self-deprecating shrug girls, hottle-hlonde Essex and tossed his handkerchief girls - all shapes and sizes at the huxom filippina who were represented. bad brought the drinks. "He once tried to list this

"Of course, someone in your position could have bought the whole company," continued Charlie. "There might have been quite a few synergies, given the assets of the Lucky Snake group."

Such as the savings from manufacturing facilities. relabel goods made by chil-

'I was a friend of Piers. Before he died he told me about his dealings on your behalf.'

Again words that formed in Charlie's hrain, but never made it to her mouth. One day she was going to forget

to intercept them. Donald gave a dismissive wave of the hand. "It's my brother who does all that stuff. And he's got no understanding of music at all."

"Actually I'm visiting your brother tomorrow. I'll certainly give him my opinion on the potential for entertainment software. Look at Disney. Look at Polygram it's worth more than the rest of Philips put together."

Donald's eyes narrowed. You're seeing Alexander? What for?" "Oh, financial co-opera-

tion," Charlie said vaguely. "Didn't he explain it to

"No, he didn't." snapped Donald Wu and reached for the microphone on the table. It was time for the next per-

In fact Charlie hadn't been expecting to meet Alexander Wu in person. Nonetheless there he was st 10 o'clock across the table with ill-concealed hostility. What was she doing? How much did she know? The man's tension was palpahie. "No, we have no intention of divesting any of our assets here," he snapped at her opening question. "The future of Hong Kong is healthier than ever before."

They were sitting in the Lucky Snake office in the Landmark, looking out on a three-windowed panorama of the harhour. The turbid water was busy with boats; tug, tramper, sklif, ferry, frigate, junk.

finance director. On the next move. One of the bellother. Charlie in the guise of a fund manager scouting out potential investments "Your companies are structured in an extremely complex way, she continued. "What exactly do you see as your core competences?

My core competence is making money. Wherever that leads me, I go." The two hrothers were the same height and build, and shared the same petulant downturn to the mouth. But Alexander looked much smarter, as befitted a Har-

vard MBA. He spoke with a staccato Cantonese accent that couldn't wait to rush on to the next sentence. dren and political prison-

ers?" Charlie had got that

from Alan Lau. Sha had thought it would get a response, and she was right. Alexander's fist crashed down on the desk. "Listen. we don't need to take any lessons on morals from you British. Why did you come to Hong Kong in the first place? To seli opium, to steal like pirates - that's why!"

"That's a long time ago," protested Charlie. "Not for China, it isn't. You talk so noble now, Chris Patten and Margaret Thatcher and so on, but we remembar what happened.

It's not forgotten." "Then what about the Japanese? You seem quite happy to do business with them." Wn frose. The finance director eyed him

nervously. Charlie paused before concontact with my hank before, Mr Wu I was a close friend of Piers Montagu, very close. Before he died he told me about his dealings on your behalf."

Wu motioned for the finance director to leave the

"Go on," he said, suddenly quiet. "We just went your

co-operation," said Charlie pleasantly. "If you return our money by the end of the week, we will take no further action." What money are you

talking shout?" "I think you know what I

Alexander Wu got to his feet, a humourless smile on the next morning, staring his lips. "This meeting is now over. If you have any claims against the Lucky Snake Group, you should go through the normal legal channels. Goodhye, Miss Deane. Have a nice trip

So the first approach yielded nothing. As Wu must have known, they had no legal proof of his involvement. And at this rate the bank was not going to last out the week anyway.

Charlie sat in the lohby of the hotel, sipping a cup of troublemaking." On one side, Wu and his mint tea and pondering her

boys crossed her line of sight. He was ringing a handbell and carrying a placard with her name on it. Paging Miss Charlotte Deane, paging Miss Char-

Apparently there was a call waiting for her at the front desk. When Charlie picked up the phone, it took her a few seconds to recognise the soft Californian

"How you doing there? Did you get anything going in the meeting?" It turned out that Donald Wu was calling her for a specific reason. There was going to be a hig party that night to celebrate Alexander's 40th hirthday and Donald would be really happy - here be sounded almost shy - if Charlie would accompany him.

"But wouldn't your brother mind?" That peeved "Hey, he may run the husi-

ness, hut he doesn't run my life, you know!" So it was fixed. The only

question in Charlie's mind was how Donald had known when to page her. Possible answer: because he was watching. Charlie turned to scan the lobby and the phone went dead. Through the revolving door she glimpsed a white Rolls-Royce pulling out into Salishury Road.

The Locky Snake Group acquired its name when old man Wu found an 8ft python in the grounds of his house tinuing, then chose her in Clearwater Bay. Since words with great care. "I that dsy, the prosperity of think you have had indirect the family had never once faltered. The reptile was fed regularly with live chickens, and after its death its bones were mashed up into a medicinal paste, which was still consumed on special occasions.

Charlie was being regaled hy Donald with this and other tales as she sipped a cocktail in the garden of his brother's villa on the Peak. The sunset was spectacular, the sea glinting like a mirror, orange clouds over the Pearl estuary, shadowy mountains masking the vast-

ness beyond. The party was pretty spectacular too. On one side of the lawn, a Dixieland jazz hand flown in from New Orleans; on another, performers from a top Chinese circus. Charlie watched in fascination as an apparently drunken clown staggered his way up a pyramid of acro-

"What are you doing here, Miss Deane?" Alexander Wu was standing at her shoulder, and the expression on his face was less than cele-

"Your hrother was most persistent," said Charlle, nodding in the direction of Donald, who had gone to fetch another drink. "Stay away from my fam-

ily. We won't tolerate any "You certainly didn't tolerate Piers Montagu for long. It's no secret, you know. We can make life very difficult for you." "Really?" said Wu sarcasti-

cally. "How exactly do you plan to do that?" Charlie dropped her voice to a whisper, "There'll be an international arrest warrant. You may be safe here, but you can forget about your house in Vancouver and

Angeles. And we won't give up. One day you're going to wake up and find Beijing has swapped you for a couple of Pure hluff, of course, hut

your girlfriend in Los

ald in the Rolls hit home. Alexander's face tight him. the morning when one of the waiters appeared at his side and passed him a note. Alexander glanced at it then the room. A split second to glowered at Charlie. "This

towards the French win- ground. dows, his metal-rimmed

The heels were close now, just the other side of the door. Charlie scrambled on to the sill.

heels ringing on the paving stones. The waiter took Charlie hy the elhow and steered her to the entrance.

Out of the corner of her eye, Charlia saw Donald Wu pushing through the crowd, a wine-glass in each hand.

Seconds later the waiter deposited her in the hallway, mission accomplished. Charlie was gathering her coat slam, then Alexander's beels clicking along the corridor towards her. Instinctively she buried herself in the rack of coats and waited for him to pass. But he didn't.

instead, he stopped no off her feet. more than a yard from where she was hiding. "It's his fingers around her throat been a long time." he boomed, suddenly genial. "Yes it has," said another. heavily-accented volce, "I

"If Mitsukawa is satisfied. then we are satisfied too." The voices moved away. Peering out from hetween the coats, Charlie saw the two men walk down the corridor and disappear through a door at the end. So this was it. Mitsukawa oud Wu were in bed together. The

evidence was right under

hope all is satisfactory, Mr

Instead of going to the front gate. Charlie slipped round to the other side of the house, which looked out on a well-maintained tennis

Assuming the manner of a lost party-goer, she amhled down the path.

There was one window at the back of the house. It was half-open, the curtains fluttering in the breeze. Peering through the gap, Charlle glimpsed the two men standing ln a small study-like

Wu had his back turned to Charlle. The other man took the gossip gleaned from Don- a small envelope from his pocket and handed it to

ened. He was on the point of Wu went to the bookcase. reproducing his explosion of and slipped the envelope between the pages of a book. After some murmured con-

versation, the two men left size up the risk-reward ratio. man will escort you to the then Charlie made her decidoor. If I see you here again, sion. She clambered on to I'll have you thrown out the window sill, pushed aside the curtain, and He turned and hurried jumped lightly to the

> Outside she could hear Wu's heels clicking up the corridor.

> Now which book was it? She pulled a couple from the bookshelf, but found nothing inside. Then she froze. The sound of the heels slowed, stopped.

Now it was coming back towards her, fast. Last try - Charlie grahbed a hook and shook it. The envelope fell to the ground. Inside was a single floppy disc. She pocketed it and stuffed the book back into

place. The heels were close now, just the other side of the door. Charlie scrambled on to the window-sill. As the door swung open, she leapt to the ground, tumbling over in the undergowth. Her head hit something hard, and for the next few moments the world went hlack.

Charlie lay motionless.

soundless. When she hod recovered her breath, she hauled herthen returned to the party, self to her knees. Half stunned, at first she didn't realise what her hands were when she heard a car-door gripping - o pair of stripey trousers.

Charlie looked up to see a grotesquely large mouth grinning down. Paint-ringed eyas hlinked bloodshot. Strong hands reached under her armpits, and dragged her

Then the clown wrapped and started to squeeze,

... TO BE CONTINUED

Natasha becomes the problem. Don't miss the climax to Collateral Damage in tomorrow's Weekend FT

All characters and companies in this nevella are fictitious,

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Cinema in 1996/Nigel Andrews

'Twixt costume and the kitchen sink

years is like branding cattle. The poor creature - in this 1996 - must stand still while the critic scorches his summary on its hide. Tha reek of presumption is overpowering, but everyone likes duced riches.

that clear incandescent ver
Mike Leigh and Ang Lee dict: Was the year good? Bad? Was the prevailing theme feminism; racism; existentialism; food poisoning, intermarriage? And what of the future of cin-

The answers are respectively yes, yes, yes, no, yes, no, no and "Erm."

One thing can be said with confidence: it was a good year for Britain. I am often accessed of being unpatriotic. preferring Hollywood to Pinewood for field trips and being more interested in the planetary aftershocks of a bestselling American film than the pebble-in-puddle

impact of most UK movies. But a year that included Secrets And Lies, Sense And Sensibility, Richard III, Trainspotting, Jude, Boston Kickout, The Pillow Book and others is a miracle year for Britain. Even the Oscarfestooned Nick Park saw his about was the disappearance

t may not bave felt so at the

e reviewers never mind the same-week are all presidential election.

British cinema still spends do it, but its time either in costume or branding in the kitchen sink, with

social realism and heritage cinema fighting for that small inch of ground that is the free screen in a Tinseltown-dominated multiplex. But this year rivalry pro-

It may be that

Britain now has the strongest film culture in the world

offered contrasting takes on English family life. And Scotland, shocked into indigenous activity by the recent sight of Mel Gibson taking over their history, made the spirited Trainspotting and the piquant Small Faces. That land's native son Ewan McGregor emerged into stardom bayond Caledonia, through the judicious steps of a Jane Austen film (Emma) and a nude Pater Greenaway role (The Pillow

It may be that Britain now fame spread further. When I has the strongest film cul-was in New York last month ture in the world. If so, it the thing most people talked can be down to two things: the country's vigorous hunof Wallace and Gromit; ger for self-expression

the regimented braggadocio of the Thatcher years; that and the coming of age of a group of directors, led by Leigh and Greenaway, who have moved beyond the parading of mannerisms into an assured if still quirky tragicomic vision.

The rest of the world can be dealt with in abort order. American cinema has no idea what it is doing, which is just as well since it is doing almost nothing. A year of senseless barnstormers on tha large screen - we give the honestly insane Independence Day and Mission: Impossible precedence over the numbekulled Twister and Cutthroat Island was not compensated for by goodish but modest low-budget films.

The comedies Denise Calls Up and The Truth About Cats And Dogs proposed an intriguing new genre, the telephone love story (properly prophylactic in the age of BIV). The Coens' thriller/ black comedy Fargo was a little triumph, though both those words are justes. And while I might take Tin Cup, Toy Story, Thing To Do In Denver When You're Dead, The Cable Guy and even Oliver Stone's darkly grandstanding Nixon to a desert island. I am not sure that I would bring them back

One other thing. In an age

(including the free play of when stars have so much colourful self-doubt) after power that they can initiate projects, what did some of these stars think they were doing? Geena Davis in Cutthroat Island, Julia Roberts in Mary Reilly and Demi Moore in more films than we care to count showed that nothing is more reckless than an emancipated female star. Emancipate men, however, competed keenly. We remember, despite our best offorts, Up Close And Personal (Robert Redford) Sabrina (Harrison Ford) and Jack (Robin Williams, Who would also like The Birdcage

taken into account). In Europe and points east stars do not exist, except for Gerard Depardieu, ao the director is still master of his dominion. The problem is, where are the directors? Or at least the new mes?

A Summer's Tole was a radiantly witty French love story, but its maker was the sere Eric Rohmer. Nelly And M. Arnaud Was a sharp buman comedy from the hardly youthful Claude Santet. And Claude Chabrol's La Cérémonie was a black comedy to die for, directed by a man whose first to-die-for films were made forty years

directors from foreign climes were Hong Kong'a Yim Ho (The Day The Turned Cold), Japan's Hirokazu Koreeda Maborosi) and France's Cédric Klapisch (When The Cat's dither about purpose and

The few outstanding new



British directors have come of age: Vivian Wn in Peter Greenaway's 'The Pillow Book'

keep world cinema ticking over and one has to ask: Is great film-making a thing of the past?

Not only are there are no figures with the authority of style and grandeur of wit, the sweeping moral vision and eclectic human curiostty, of a Renoir, a Bergman, Godard, a Fellini or a Fassbinder; but there almost seems no room for them in today's cramped socio-psy-

chological climate. Not just mainland Europe but the world at large is in a not Breaking The Woves)

identity. In much of the west Stone bave thrived. Everythe politicisation of minds one else with talent sits after the 1960s, and its about, biting his or her nails deadly bequest of political or his or her tongue. When a correctness, planted the idea that personal destiny is an unworthy theme. Art must talk about nationhood and responsibility, about ethnic identity and gender emancipation, about social macrovisions.

A few directors skilled at marrying political and personal motifs, like Krzstsztof Kieslowski, Zhang Yimou, Lars Von Trier (of Europa

great movies about human beings - Citizen Kone, La Grande Illusion, Bicycle Thieves, The Godfother have an uncanny knack of film-maker does make a dash for free speech in this represbecoming great films about sive world mindscape, he the society they depict or the society in which they were comes out with a nervous. made. It almost never works brittle and self-consciously 'outrageous' film like Crash, the other way around.

It is time to restore ego-Ten best films of 1996: tism, obsession and individ-A Summer's Tole, The ual life to the forefront of Pillow Book, The Day The art. We have been sanctimo-Sun Turned Cold, Trainspotnious long enough In preting. When The Cat's Away. tending, and forcing artists to pretend, that Self is less Lo Cérémonie, Secrets And worthy a subject than Soci-Lies, Forgo, Richard III. ety. History teaches us that Moborosi

Art in 1996/William Packer

Away from the cutting edge

time, but I have to say, looking back, that 1996 was not at all bad for the visual arts. Was it therefore a great year? Do we declare the vintage? There were certainly some outstanding shows, and many good ones, but the best were almost all either historical or confirming strength. established reputations. Anything purporting to be groundbreaking, issue-addressing, preconception-challenging, new, exciting, cutting-edge, was usually pretty dire. To get those doubtful accolades out of the way tions: The Turner Prize (Hume, collector, Picturing Blackness at now 70 and at his best. the Tate for crass politically-correct revisionism; New Contemporaries, for encouraging the young; Richard Wilson for not holes. And the winner is - last

this general area I did occasionally have my fears confounded. Rachel Whiteread's retrospective at the Liverpool Tate, all those filled-in spaces beneath chairs and under floor-boards, was both impressive and beautiful, collectively so much more than the sum of its parts.

among equals, ACE.

Callum lnnes, at Inverleitb Also at Edinburgh, in a tiny

unexpected poignancy and But across the broad board of

cnntemporary art, the older painters and odd sculptor were the artists who made the year more interesting for me - quite at odds with the apparent policies of such as the Arts Council at once, here are the nomina- and the Tate, who seem to hold that only the young thrusters at Patterson, Horsfield, Gordon), for the "cutting-edge" (dread term) again being the Turner Prize; can have any current relevance. Tacita Dean at the Tate, for dis- The Tate itself gave away the covering that film-makers use critical vacuity of that position sound effects; ACE, for showing with its splendid, long-overdue up the Arts Council in its role as retrospective of Leon Kossoff,

But even better was Prunella Clough's show at Camden, of her paintings of the past 20 years. That she has not been given that knocking down the Serpentine, same full Tate treatment long but only boring a few boring ago, been gonged and Damed and made into the international star she ought to be, is more than a I must admit, though, that in scandal: it is a mystery. She, at well over 70, is still as good a painter as any we have. Hers was my show of the year by a living

Other first-rate painting shows, and all by comparative oldies. were the David Hepber at the Museum of London; the Howard Hodgkin at the Hayward; Leo-The young abstract painter, nard Rosoman and Norman Blamey together at The Fine Art House in Edinburgh, memorably Society; John Wonnacott at showed off of his beautifully- Agnew's, Karl Weschke in a spejudged reductive minimalism. cial display at the Tate; Elizabeth Blackaddder and David Michie show at Portfolio, the late Helen one after the other at the Mer-Chadwick's last photographic cury. Norman Adams at the works had, for me at least, an Beaux Arts; and John Hnbbard,



Beyond Impressionism' at the National Gallery

Purdy/Hicks. The touching and delightful memorial exhibition to Roger de Grey was no less a duty and a compliment than the Royal Academy owed its former presi-

Nippl Hall and David Nash at Annely Inda, Bill Woodrow at tha Tate, Jake Harvey at Art First, and the too-long-neglected Kenneth Armitage with a deserved revival at the Yorkshire Sculpture Park, have all vari-

who won the Jerwood Prize, at ously helped to keep the currency of British sculpture strong. rather less familiar Wilhelm As for modern foreigners, Jasper Johns' flags at Anthony d'Offay was an important special study, while the Carl Andre retrospec- our general ignorance of northtive at the Museum of Modern ern European painting. Back in Art at Oxford was a salutary Paris, the Adolph Menzel retrocheck to any too-easy denigration of minimalist sculpture. Tha most captivating contemporary sculptures, however, were the

moments too, and if the survey of spring. 20th century British sculpture at the Jeu de Paume in Paris was an ill-chosen failure, the disappointment was more than made up by the splendid Francis Bacon exhibition at the Centre Pompidou. and the exquisitely presented show of Henry Moore's working plasters at Nantes, both of them illuminating and definitive studies of their subjects.

Abroad indeed was far from Vermeer show at the Hague, which brought together twothirds of the known ocuvre barely two dozen pictures, of this No bad way to end the year. most particular and refined of masters, was something we shall simply never see again. Corot, at the Grand Palais in Paris, continned the great sequence of study exhibitions by which the great masters of French painting are

being picked off, one by one. Two masters of the Danish Golden Age of the early-19th century, Christian Kobke and the Bendz, were each given the full treatment in Copenhagen, to remind us bow much we lose by spective at the Musée d'Orsay, did as much for German painting, filling in the gap between Romanticism and the expressionpainted portrait carvings of Kat- ism of Lovis Corinth, which we sura Funakoshi, at Annely Juda. shall see when the recent Berlin

In Venice, the Palazzo Grassi

gave most of the year to the latest in its series of cultural studies of the ancient world, this of the Greek diaspora westwards through Mediterranean. And the refurbished Ca' Rezzonico suitably celebrated the tercentenary of the birth of Gianbattista Tiepolo, the greatest of Venice's painters of the 18th century, which is to say, one of ber greatbloody, offering as it did this est ever, peer of Titian and Vero- Bendz the most surprising. Best Uncle Matthew some of the great- nese. Back in Paris, at the Grand 20th-century show abroad was est treats of this or any year. The Palais the Picasso Portraits the Henry Moore at Nantes. Best brought us back to the 20th cen- domestic Modern British was the tury, while yet maintaining the show of Paul Nash's second continuity of the great tradition. world war paintings and draw-

> home of truly remarkable exhibitions, large and small, that began with Cézanne at the Tate, and still has the Malcolm Collection of old master drawings at the British Museum, the Grand Tour at the Tate, Rubens' landscapes at the National Gallery, and Giacometti at the Royal Academy. In between we have bad Lord Leighton at the RA, an acquired taste, no doubt, but still to be sayoured. have filled The Queen's Gallery. William Morris was bandsomely Rennie Mackintosh at the McLel- year.

lan Galleries in Glasgow. The Rapbael Cartoons are back on show again at the V&A. Up in Edinburgh, the small

show of the work of Velazquez as a young man at Seville was real coup. Richard Green put on a memorable show of Jan van Goyen, that most delicate of the Dutch 17th-century paioters. Spink's fine show of Augustus John's drawings, Jack Yeats at the two Waddingtons and the Renato Guttuso at Whitechapel were all useful and timely re-examinations of neglected reputa-

And so for the rest of the Packer Awards. The Vermeer was I suppose the best of the old-master shows abroad, but the Tiepolo was my favourite, the ings at the Imperial War Museum, with Christopher Thich brings us at Wood's Two Cornwalls, at the St last to a year at lives Tate, a fair second. And the Wood's Two Cornwalls, at the St Giacometti sbow, the best account of the artist as both painter and sculptor that we have yet had, was, in its original display at the Scottisb National Gallery of Modern Art in Edinburgh, the best Modern exhibition of the year overall.

But best of all, better than the Vermeer, Picasso, Tiepolo, Leonor Velazquez, was the National Gallery's show of Degas' sets of and a small Millais show at working drawings, with associ-Southampton that deserved a ated sculptures. For bringing us wider showing. Leonardo's draw- so enthrallingly close to a great ings, some unexhibited before, artist as he worked, Degas: Beyond Impressionism was for me the exhibition of the year. Yes, celebrated at the V&A. Charles after its fashion, it was a vintage



■ ANTWERP

CONCERT Bourlaschouwburg Tel: 32-3-2319750

 Koninklijk Fliharmonisch Orkest van Vlaanderen; with conductor Grant Llewellyn, soprano Lena Lootens and mezzo-soprano Katharina Kameus perform works by Rossini, Bellini, Verdi, Strauss, Lehár and Offenbach; 8pm; Dec

BALTIMORE

EXHIBITION Baltimore Museum of Art Tel: 1-410-396-6300

 Landmarks in Print Collecting: Masterpieces from the British Museum: travelling exhibition including some 100 works from the British Museum's collection ofmore than 2m prints. Together, these works chronicla the history of western printmaking and provide an historical account of the British Museum's print collection. Some of the artists included are Dürer, Gauguin,

Hopper, Kirchner, Manet, Master E.S., Munch, Rembrandt, Schongauer, Seghers, and Toulouse-Lautrec; to Jan 5

■ CHICAGO EXHIBITION Art Institute of Chicago Tel: 1-312-4433600

 Degas: Beyond Impressionism: exhibition focusing nn tha works created by Edgar Degas in tha later years of his career. The exhibition comprises more than 90 works drawn from major public and private collections in Europe, Japan and the US and focuses on the artist's work of the 1890s and 1900s. Included are paintings, tels, drawings and scuiptures. This exhibition was previously shown at the National Gallery in London. In Chicago a special section is added to the exhibition, including about 20 paintings, drawings, prints, and pastels from the Art Institute's own Degas holdings that have been chosen to provide a general overview of Degas' career up to the moment that marks the beginning of "Degas: Beyond Impressionism";

■ COLOGNE

Opernhaus Tel: 49-221-2218240 Die Zauberflöte: by Mozart. Conducted by Erich Wachter, performed by the Oper Köln. Soloists Include Iride Martinez. Dorothee Jansen and Ute Doring: 4pm; Dec 28

THEATRE

to Jan 5

Schauspielhaus & Wast-end-Theater Tel: 49-221-2218240 Faust (Parts 1 & 2): by Goethe.

Directed by Gunter Krämer and performed by the Theater Köln. Rehberg, Martin Reinke and Birgit Watter, 7.30pm; Dec 28, 29

■ HAMBURG EXHIBITION

Museum für Kunst und Gewerbe Tel: 49-40-24862732 Gegen den Strom -Expressionistische Tanzmasken von Lavinia Schulz and Walter Holdt: this exhibition on the occasion of the centenary of the birth of mask dancer Lavinia Schulz gives an overview of her work and that of her partner both on stage and in life - Walter Hnidt. The display features mesks, drawings, photographs and other objects; to Jan 5

Hamburgische Staatsoper Tel: 49-40-351721 Die Fiedermaus: by J. Strauss. Conducted by Stefan Soltesz. performed by the Hamburgische Steatsooer, Soloists include Daniels, Ritterbusch, Sommerfeld

and Neumann; 6pm; Dec 29

LONDON

CONCERT Queen Elizabeth Hall Tel: 44-171-9210600 Le Nozze di Figaro: by Mozart. Concert performance, conducted by ian Page and performed by the

Brava Ensemble. Soloists Include

Christopher Parka and Lynna Harman; 7pm; Dec 28 Wigmore Hall Tel: 44-171-9352141

 Alfredo Perl: the planist performs Beethoven's Sonata No.1 in E, Op.14, Sonata No.2 in G, Op.14, Sonata in A, Op.101 and Sonata Nn.3 in E flat, Op.31; 7.30pm; Dec 28

Royal Festival Hall Tel-44-171-9604242 The Nutcracker: a

choreography by Ben Stevenson to music by Tchaikovsky, performed by the English National Ballet. Soloists Includa Zoltan Solymosi and Daria Klimentova; 2.30pm & 7.30pm; Dec 27, 28

EXHIBITION Queens Gallery Tel: 44-171-9304832 Leonardo da Vinci: One

Hundred Drawings from the Collection of Her Majesty The Queen: this exhibition includes preparatory sketches for paintings such as the "Adoration of the Magi" and the "Last Supper", designs for equestrian monuments, war machines and costumes for court entertainment. Next to these sketches this exhibition features studies relating to his enduring interest in water, flight and his studies in anatomy; to Jan 12 Royal Academy of Arts Tel: 44-171-4397438

Alberto Glacometti

(1901-1966): major exhibition of works by this Swiss artist. Over 200 sculptures, paintings and EXHIBITION drawings give a survey of his

entire career from his early interest in cubism and abstraction, and his experiances with "kinetic" sculpture, to his creation of more figurative sculpture and his lean standing figures which began to appear in the 1940s; to Jan 1

■ MADRID CONCERT

Fundación Juan March Tel: 34-1-4354240 Maria Aragón and Fernando Turina: the mezzo-soprano and planist perform works by Moreno. Guastavino, Garcia-Abril. Montsalvatge and Bernaola; 12noon: Dec 28

■ NEW YORK

CONCERT Avery Fisher Hall Tel: 1-212-875-5030 Canadian Brass and members of the New York Philharmonic: with trumpeter Jens Lindemann perform works by Handel, Gibbons, Albinoni, Gabrieli and others; 3pm; Dec 28, 29

Metropolitan Opera House Tel: 1-212-362-6000 La Bohème: by Puccini.

Conducted by Nello Santi, performed by the Metropolitan Opera. Soloists include Racette, Geyer, Giordani, Michaels-Moore, Whelen, Tian and Berberlan, 8pm; Dec 28

■ PARIS

Centre Georges Pompidou Tal: 33-1-44 78 12 33 Munio Gital Weinraub: axhibition davoted to the work of the architect Munio Gitai Weinraub (1909-1970) Bauhaus in Dresden in

tha aarty 1930s and formed a partnership with Al Mansfeld for soma 20 years (1937-1959), realising about 250 projects, mostly in the Haifa region; to Jan 8 Musée d'Art Moderne de la Ville de Paris Tel: 33-1 53 67 40 00

 Georg Baselitz: retrospective exhibition of works by the German artist Georg Baselitz. The chronologically organised exhibition features some 80 paintings, sculptures, and a selection of prints from the period 1965-1996; to Jan 5

■ WASHINGTON OPERA

Eisenhower Theater Tel:

1-202-467 4600 El Gato Montés: by Penella. Conducted by Miguel Roa, performed by the Washington Opera. Soloists include Ana Maria Martinez, Rafael Rojas, Eduardo Del Campo, Kimm Julian, Virginia Alonso-Tokarz, Marianne Cornetti, Robert Gardner and John Marcus Bindel; 7.30pm; Dec 28

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10.00 European Money Wheel

18.00 Financial Times Business Tonight

police departments in the

world react to crime: we

manage crime. We don't

count arrests: we count

crime complaints. So If a

precinct commander is

doing his joh and being suc-

cessful under this system,

be is preventing crime, not

Mr Safir believes he can

go on cutting the crime rate

by waging war on drugs.

Unsurprisingly, between 60

per cent and 80 per cent of

the people arrested in New

York test positive for her-

oin, cocaine or marijuana

"My belief is that 80 per

cent of the remaining crime

in this city has a nexus to drugs," he says. "So we are

using every law that exists

et federal, state and local

level to go after drug traf-

Safir proclaims that his

aim is to drive the drug traf-

fickers ont of New York

City and into neighbouring

territories. "We are going to

drive them to New Jersey,

and to Westchester, and to

Nassau County: because it's

my belief that the only way

to deal with drug-trafficking

is for state and local law

enforcement agencies in

every jurisdiction to take

the same aggressive, respon-

"If you drive them to New

Jersey, and New Jersey

takes the same attitude we

are taking, pretty soon New

Jersey will drive them to

into Pennsylvania, and

pretty soon we will get

Fair ecough, but bow are

the neighbours taking it?

The district attorney of

Westchester County called

me the other day and she

was very supportive," Mr

Safir says. "But they are

seeing some displacement

and they are going to have

to take the same kind of

aggressive attitude that we

have been less friendly. But

that's oot my problem. My

problem is the five bor-

oughs of New York City."

"People in New Jersey

them out of this country."

taking here.

reacting to it."

Fix that broken window

drove into York New City New Jersey. vour first

experience on emerging from the Lincoln Tunnel would be to have your windscreen smeared with dirty water by a man with a bucket and sponge. It would second experience: a menacing demand for money.

It was a signal that you streets of one of the world's graffiti. loughest cities. In those York with trepidation and guide books routinely conand survival.

But today, the squeegee men are gone, as has the graffiti that used to adorn the subway trains. The murder rate has plummeted and New York is among the safest cities in the US.

Around the world, the crime rate is rarely discussed without being prefixed by the phrase "everincreasing".

Bul New York's experience sbows that crime can be cut if the will and resources are there. This year, there have beeo 937 murders in the Department introduced new city, admittedly more than five times as in London, but less than half the peak of 2,245 murders in 1990. New mation by installing com-York is set to end 1996 with fewer than 1,000 murders for the first time in 28 years.

Experts have struggled to explain this startling about turn. Some say it is just demographics: there are now fewer males of crimecommitting age. Others sav it is the ending of the turf wars that grew out of the crack cocaine epidemic of the 1980s. Another theory attributes the decline to the high US incarceration rate.

Mr Howard Safir, the city's police commissioner, bas another explanation. Crime went down by 0.9 per cent in the US as a whole last year, but in New York City it fell by 16.1 per cent. "That's not demographics," be says. "That's something special bappening in this city, and it's something speNew York has cut serious crime by tackling minor offences, says Richard Tomkins

department."

recalls, New York City gained a new mayor wbo had fought the election on a tough anti-crime ticket. Mayor Rudolph Giuliani city by building, block, and his then police chief. Mr William Bratton, launched a be swiftly followed by your campaign to eliminate minor offences such as illegal street-vending, aggressive begging, prostitution, were entering the mean public drunkenness and

According to the so-called days, people visited New broken window theory, it was New York's earlier failure to address such misdetained a chapter on safety meanours that encouraged the growth of more serious crimes, in much the same way as a broken window in a building leads to further vandalism if nobody does anything about it.

"A city that sends a signal that disorder is okay and that minor crimes are okay is a city that will also encourage major crimes." Mr Safir says. "And many of the people who commit a great job," Mr Safir says. minor crimes are the very same people who commit

The New York Police methods to tackle more serious crime. A big step was to improve the flow of infor-

from cial being done by the police in preclocts and at bead-ing business management quarters, showing precisely principles to crime. Most Three years ego, Mr Safir where new crimes were being committed.

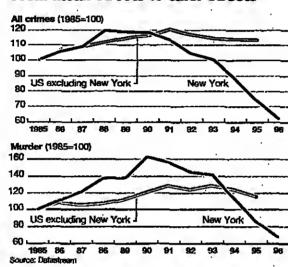
Officers at beadquarters can now examine rates of criminal ectivity across the neighbourhood or precinct, compare the figures with previous rates of activity in the same parts of the city or with figures for other areas, and identify where problems are arising.

Every five weeks, precinct commanders are brought to headquarters and beld accountable for what has happened on their patch. Senior officers examine the number of crimes committed in each precinct, the number of summonses issued for minor offences, the number of civilian complaints received, the hours of overlime worked. response times and other management indicators.

"If the figures are good, we pat them on the back and tell them they are doing "But if crime is going up, if they have a spike in crime. we tell them to come up with a strategy to reduce it by the next meeting. If they need help, they have to ask us for it, and we give them additional resources.

"What we are really sible attitude that we are puterised graphic displays doing," he adds, "is apply-

From mean streets to safer streets



·LETTERS TO THE EDITOR·

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 5938 (please set fax to 'fine'), e.mail: letters editorest, com Published letters are also available on the FI web site, http://www.FT.com
Translation may be available for letters written in the main international languages.

Claim of aircraft subsidy race is untenable

From Mr Ronald

B. Woodard. Sir. Your editorial comment about the merger between Boeing and McDonneli Douglas ("Boeing, Boeing", December 17), raises the spectre of "the risk of a ruinous international subsidy race". but overlooks several

fundamental facts: • If "commercial aircraft programmes have long benefited from defence spending" and are "cross-subsidised" by government business, why doesn't the commercial aircraft business more clearly reflect the alleged connection between government business and

commercial success? Strong defence contractors such as Lockheed have faded from the commercial realm. and Boeing, with only ebout

25 per cent government business, is the world's leading commercial aircraft manufacturer.

 Three Airbus partners British Aerospace, Daimler-Benz Aerospace, and Aerospatiale - remain among the top five European defence contractors. Are cross-subsidies an issue there?

 Neither Boeing nor McDonnell Douglas has ever received any direct government support to design and build competitive commercial airplanes.

The government funding received for the SST was ımder a development contract and the airplane was never built and did not affect the competitive airplane market.

• In the past 10 years there has probably been as much technology transfer from the

commercial realm to the military side as in the opposite direction. This would tend to negate the advantage of "defrayed research and development

comment. The editorial states that the "EU should urge the United States to quickly resume negotiating" for rules on government

costs" cited in the editorial

But these rules already exist, negotieted in 1993 and supplemented in 1993 by the WTO subsidies agreement The industry is hardly a lawless jungle, and it was the Europeans who wouldn't agree to enbsidy levels below

the agreed one-third. Your editorial opened with the observation that "the merger is simply the latest result of pressures for consolidation of aerospace

businesses worldwide. As such, its logic is hard to fault".

You're right about that much - McDonnell Douglas and Boeing have complementary capabilities, and the merger is a mutually advantageous rution.

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The Brighton

The resulting acrospace operation will undoubtedly be more competitive, but your claim that this increased competitive capability might be "unfair" and cause o "ruinous international subsidy race is untenable.

Ronald B. Woodward president **Boeing Commercial** Airplane Group PO Box 3707 Seattle, WA 96124-2207

A greater threat to society

From Mr J.C. O'Connor, Sir, Peter Aspden requests that we treat our headline writers kindly, they being the myth-makers of our age ("An age for the 'even wil-", December 14/15). Considering that not all their readers are as discerning as Mr Aspden, and that their efforts contribute to an adverse evolutionary pressure on behaviour in our society, might it not be more appropriate if they were

selectively culled - metaphorically, I hasten to add? These spongy-headed bumans who know not the power they possess are likely to be much more of a threat to the fabric of society than the BSE cattle that they beadline!

ere is a riddle

that will not have appeared in your

Christmas

cracker. What do crates of

and the bomes of British sol-

Answer: the revenues they

generate have been used as security against bonds

issued over the past 12

months. Raising money by

pledging the income from

snch assets is known to

US banks have been rais-

ing finance by selling off

their credit card debts and

mortgage loans since the

1970s. Securitisation has now

taken off in Europe and the

emerging markets of Latin

America and Asia, and has

been one of the etrongest

trends in the international

In the first nine months of

1996, securitised bonds to the

value of \$78.7bn (£47.10hn)

were issued in international

markets, according to the

Bank for International Settlements, the central banks'

central bank. The total for the whole of 1995 was

In the tequile deal,

Mexico's José Cuervos raised

\$50m with a bond secured on

the earnings from its US

exports. The elastic is part of

another Mexican exporter.

a similar deal agreed with

In the UK, Annington

Homes bought properties

occupied by UK service per-

sonnel from the ministry of

defence in October, raising

£904m through a bond issue

securitised against the rents

Some companies are find-

ing that they can raise more

capital for mergers and

acquisitions by issuing sec-

uritised bonds than by tradi-

tional bank borrowing. "In

the space of 18 months

securitisation has gone from

something which is used

occasionally to one which is

the first choice to finance a

complex restructuring," says

Mr Guy Hands, head of prin-

cipal finance at Nomura

International, the Japanese

investment bank which

structured the finance for

At their simplest, asset-

backed securities are simply

bonds which pay interest

that is derived from the reve-

nue earned by the underly-

ing assets. For example, if

aircraft leases are securit-

ised as bonds, the leasing

payments are pledged to pay the interest to bondholders.

the Annington consortium.

capital markets this year.

bankers as securitisation.

diers have in common?

J.C. O'Connor, 19 Widdicombe Avenne, Lower Parkstone Poole, Dorset, UK

Britons being kept in the dark over the advantages of Emu

From Mr Friedrich R. Blase. Sir, Richard Layard's concluding remark: "If the UK cares about jobs, it must take a lead in Europe rather than arguing endlessly at the back of the class", ("False fears about Emu", December 18) sends shivers down my spine as we approach the year of the

general election in the UK. Undoubtedly Layard's convincing argument for the euro could win increasing support for the European currency across all sections of society if it were only to be read and heard by many

more, Instead, the British public is kept in a demoralising state of misinformation. It is the enlightening comparisons to the US system which remove much of the fears that are raised about the euro. Those who rightly believe in the advantages and opportunities of the euro sustainable prosperity face a must work harder than ever

to spread the word in the

Considering the forthcoming general election, this duty gains considerably in importance. Europe will be an issue which all three leading parties will focus on. However, the Tories fail to position themselves, since, if they did, it would be the end of party unity.

Labour is more concerned to pnt across a trustworthy picture of its leader, a daunting task which will roh their energy to tackle a fragile and awkward issue like Europe. The Liberal Democrats, for years the only real and consistently pro-European political faction. lack the strength needed to

bring about real change in the public's view of Europe. Those who believe in political and economic integration in Europe as the necessary and inevitable step for great challenge.

goal is a well-informed electorate which knows the consequences of its choice. Layard says: "If the UK cares about jobs, it must take a lead in Europe." With the Tories unwilling and Labour unable to take a lead in

The task is to inform the

British public objectively

about the implications of

the euro and further co-

operation in the EU. The

choice left for the pro-Europeans. If we miss the chance in 1997 to bring about the necessary change in Westminster, it will be the final nail in the coffin for Britain's

ambitions in Europe.

Europe, there is only one

With that in mind I wish you and your readers o happy and successful new

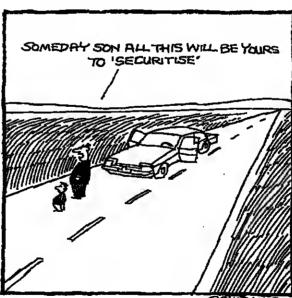
Friedrich R. Blase, Kapuzinerstrasse 11, D-48149 Münster, Germany

FINANCIAL TIMES TUESDAY AUGUST 13 1996 ** NatWest takes the lead in corporate banking By George Graham, Banking Correspondent National Westminster Bank has overtaken Barclays to gain the biggest share of the UK corporate banking market, according to a review by Lord Alexander, chairman zine of the Chartered Instiof NatWest, said his bank tute of Bankers. had been focusing on the corporate market. "It's obvioasly good news because there is no question of our relaxing lending standards," In a more detailed surve of the 500 largest companies, Chartered Banker found that NstWest was rated by finance directors as the best bank for short and mediumterm loans, treasury management, leasing, foreign exchange and interactional Enough said. Why comment further when the FT article has said it all? To find out how we can help you make a success of your business, call George Farrow, Senior Executive, on 0171 454 2560 and he'll arrange for a NatWest Corporate Manager to contact you. NatWest More than just a bank

National Westminster Bank Plc, 41 Lothbury, London EC2P ZBP, Registered No. 929027

Teguila

the more bizarre assets used to back bond issues



income from property and earnings from exports such as wheat, oil and international telephone calls. In the US, forestry income, revenues from feature films and the payouts from life insurance policies of terminally ill people have been converted into securities.

via'e empty beaches.

ness in particular regions.

vulnerable to a downturn in the emerging markets of the local economy: unlike banks with a netlonal spread, they cannot set losses from that regioo off against profits from more

Other forms of income used to securitise loans include railway rolling stock gages were securitised to available.

sunrise

Richard Lapper on some of

lease peyments, rental help bankers pass the risk on to the capital markets. The idea was later extended to car and student loans. The trend was given extra impetus in the 1980s when a number of banks lost money on loans to property developers and to Latin America. By securitising the loans against renegotlated debt

repayments, banks can get

their hands on capital which

would otherwise have to be

set aside as a provision

of the securitisation still

takes place in the US, with

companies increasingly

every shape and size are

companies have used securi-

More than three-quarters

against default.

zerland in London.

One deal reported to be under consideration is an issue of bonds secured against future royalties from the back catalogue of David Bowle, the British rock musician. Bankers have also examined the securitisation potential of church mortgages, exports of chicken from Thailand and even Lat-

The asset-backed market came about because of the peculiarities of the US banking industry. There, many banks are prevented from operating across the country and do much of their busi-

Such regional banks are prosperous areas.

In the early 1970s, mort-

José Cuervos, the Mexican tequila company, for example, has been able to reduce its funding costs by about four percentage points a vear, according to Mr Sergio Guillen, the company's planning director. The company had previously been mainly dependent on short-term bank finance.

Moreover, by securitising its export earnings the company was able to borrow at a cheaper rate than the Mexican government, something which has traditionally been difficult for borrowers from the emerging markets. "It has worked for us," according to Mr Guillen, who says the money has been used to develop the company'e factories and reduce other

In Europe, public bodies in several EU countries - including Finland, Ireland and the Netherlands - have sold off mortgage books. reducing public deht to qualify for membership of the European single cur-

"You are going to see it throughout Europe," says Mr Hands of Nomura. "This is something more and more people will focus on."

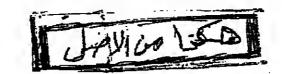
Securitisation has played an important part in some of the year's higgest corporate restructurings, such as for GPA, the Irish aircraft leasing company, and Crédit Lyonnais, the French bank. European banks, under pressure from ehareholders to improve their return on capltal, have also begun to securltise their loans.

"Banks are facing pressures on their capital bases and inexorably rising costs and are trying to do anything to stay competitive," says Mr Bonsall of UBS.

The growth in the market this year is encouraging bankers to expand their horizons. There is some hope, for example, that Japan's banks using it to raise capital for might use securitisation to new ventures. "Corporates of remove some of the billions of dollars in bad debts on turning to securitisation as a their books.

more reliable way of access-And at a local level, securiing funding," says Mr David tisation is providing limit Bonsall, head of securitisaless scope for ingenuity. tion at Union Bank of Swit-Among the more bizarre proposals put to rating agencies But the market has begun in the past few months is to grow elsewhere over the one to securitise payments past two to three years. In for plastic surgery.

"What it comes down to is Latin America and - to a if you've got a cashflow and lesser extent - Asia, private you can measure k, you can raise funds against it." says tisation as a way of obtain. Mr Paul Taylor, manoging lng access to cheaper and director at Duff & Phelps, generally longer-term fund- the rating agency. There ing than would otherwise be are lot of weird ideas



COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Friday December 27 1996

Middle East movements

From the Middle East comes the next few days, Mr Netan-good news. Christmas has been yahu will face strong criticism quality negotiating time for Benjamin Netanyahu, Israeli prime minister, and Yassir Arafat, the Palestinian leader, after months of disagreement threatened the peace accords underpinning the region's future. Mr Arafat spoke confidently yesterday of a deal that could be done of the West Bank and planning hefore year's end and Israel opened a Gaza Strip road as a

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conciliatory gesture.

The mood swing follows the increasing involvement of the US after an earlier series of ominous moves by Israel. Its closure of the Palestinian self-rule areas set up by tha 1993 Oslo accords, by cutting off trade and travel to work inside Israel, had cut low Palestinian incomes by

more than a quarter. On December 13, Mr Netanyahu's government decided to restart subsidies and tax breaks to expand Jewish settlement in the West Bank and Gaza, in what was the most serious threat to Palestinian hopes of founding a state in this modest portion of their ancestral land.

Mr Netanyahu was elected in May at the head of a coalition of determined nationalists and fundamentalists who see all the him that expanding the settleoccupied territories as part of ments would kill the peace. Mr Eretz [srael - the biblical bome James Baker, who opened the land of the Jews. Ha defeated the Labour architects of Oslo who believe detente in the within it, require the return of Arah land for peace.

Oslo undertakings

The subsequent freezing of the Oslo process by September led to fierce fighting between Israeli troops and Palestinian Authority security forces across the West Bank and Gaza. USsponsored talks since then have centred on Israel's Oslo under- Arafat in the coming year. taking to withdraw from most

troops from most of Hehron. brought more than seasonal

yahu will face strong criticism

from his hardline partners. The Likud premier has said that while Oslo was a mistake, he would respect it as an international agreement. But, until now, he has done nothing to implement this undertaking, and hy expanding colonisation to complete the encirclement of Arab Jerusalem with a wall of Jewish settlements, he had compromised future negotiations.

Easing the danger

His summit on Tuesday with Mr Arafat, their first in three months, and the subsequent negotiations on self-rule in Hebron should ease the immediate danger of tha West Bank exploding in violence. The US. as principal guarantor of the peace process, had recognised that danger and President Bill Clinton has been consulting with his Middle East envoy on the steps forward apparently taken this week.

Last week three former US secretaries of state and five former national security advisers wrote to Mr Netanyahu to tell James Baker, who opened the peace process in Madrid fiva years ago, said "we have gone from calling the settlements illeregion, and Israel's security gal in the Carter administration, to calling them obstacles to peace in the Reagan and Bush administrations, and now we are saying they are compli-

cating and troubling. Mr Netanyahn appears to have taken notice of at least some of the clearly worded US message. The future of peace in the Middle East and of security for Israel depend on how far be is prepared to walk with Mr

After a stubborn start as of the West Bank town of prime minister that irritated Hebron, where 400 extremist allies and provoked the Palessettlers live in a fortified timians, Mr Netanyahu still has enclave surrounded by 130,000 an opportunity to take the lead in the peace process. His heart There is now progress in may never be at ease with the these talks, with Israel sppar accords, but his head should tell ently prepared to withdraw him that events this week hava But, if agreement is reached in cheer to a troubled region.

Avoiding the damage

merchant bank, now close to its tha upsets that have hit finanindeed, because it involves no new wrinkles on age-old patterns of greed, wishful thinking and complacency, it is arguably less implausible than some real-

Peter Tasker's aim in writing his thriller was primarily to entertain. But the case also illustrates one of the pervasive themes in financial markets in

recent years. This is the increasing integraof geography and type. Big market moves have always spilled over from one country to kets managed until recently to retain local peculiarities. These permitted a degree of manipulation by those operators with the muscle to achieve tt.

The Tokyo equity markat was a notorious minefield for foreign the operation of market forces, participants. Similarly, metals allowing balance to be restored markets, with their own complex terminologies and conventions, were the preserve of speciallsed traders whom few outsiders could hope to best.

Lucrative arbitrage

only until they are competed away. And the past decade has shown how cross-market arbitrage destroys cosily accepted patterns of manipulation. The American investment hanks found a way of exploiting the structural inadequacles of the Tokyo stock market by dealing in stock index futures. So lucrative was this form of arbitrage that no one blinked when Nick Leeson seemed to have found Barings its own niche in the

same husiness. More recently, the big bedge funds exploited tha clear unpunished. After all, as Confuevidence of over-valuation in cius would say if he were alive copper, putting some long and working as a bond-market standing informal arrange—strategist: "The Enlightened ments to smooth the metal's One realises that he is master of price fluctuations under all but the market."

The crisis at Berwick Brothers ultimately intolerable pressure What lessons should investors climax in the FT's Christmas and regulators draw from such thriller Collateral Damage, is no davelopments? First, some more far-fetched than most of causes for concern. Market imperfections are not the only clal markets in recent years. things that can be exploited across borders: regulatory weaknesses can also be a source of damaging arbitrage. This means that a feeble set of rules or an inadequately resourced team of supervisors can have an impact well beyond the individual market concerned.

Market integration

Sacond, market integration brings into question the tion of markets, across barriers long-standing assumption that professional markets can easily be distinguished from those intended for retail participants. another, and from one type of Because virtually any form of security to the next. But in security can now be repackaged other respects, individual marfor sala to individual investors. widows and orphans can find themselves exposed to risks that the most seasoned professionals would blanch at

But the third lesson is a hopeful ona: integration smoothes more rapidly than before. Even if all the traditional traders of. say, an individual commodity are brainwashed or intimidated into seeing the market one way, outside speculators now act as a countervailing force. This means that market-distorting But markat anomalies exist positions are more easily

exposed, exploited and resolved We shall have to wait ontil are resolved in Collateral Damage. This being fiction, however, there is a good chance that virtue will triumph. If the real world were so neat, Deutsche Bank and Goldman Sachs would outhid each other every year for the services of the world's top

Nonetheless, the integration of markets introduces salutary downside risk to market practices that would otherwise go

theology graduates.



Peter Martin's Third Millennium Management theory is the most important innovation in business thinking - until the next one

his modest essay introduces the most important innovation in management thinking since money supplanted barter. Third Millennium Management replaces at a stroke all previous strategies. It is concise, effective and cheap. In short, it is the managerial equivalent of penicillin.

Third Millennium Management starts from the basic truth that all other formal management theories are founded on the manipulation of costs. Frederick Winslow Taylor's detailed timeand motion studies, W. Edwards Deming's total quality approach, the Boston Consulting Group's experience curve, and the reengineering craze - all these the-ories, influential in their day, have had cost at their heart.

Even the strategy consultants, though ostensibly peddling a doctrine grander than mere beancounting, have given cost a cen-tral role. It is cost-effectiveness sometimes dressed up as synergy, economies of scale or core compe tence - which determine where and how a company is best placed to expand its activities.

Yet cost-based theories are fundamentally flawed. The half of the business equation they neglect - revenues - contains almost all the information that really matters. Costs are essentially static, since they encapenlate the past history of the company. Revenues are dynamic, reflecting the ebb and flow of economic activity, customer preference and pricing signals. Focusing on costs belittles revenues, cutting managers off from their single most valuable source of

It is sometimes said, disparagingly, of a manager that he or she is not "bottom-line oriented" - cares too much, in other words, for revenues and not enough for profits. Yet in any honestly run business, revenues are an unambiguous yardstick of performance. Profits are much more subject to the vagarles of accounting.

In the real world, of course, successful managers do focus on revenues. But to do so, they must set aside much that management theory has been teaching them for a century or more.

Many good managers are aware of this tension. Guiltily, they ignore what they have been press ahead with the strategy Third Millennium Management

solves this problem at a stroke. By placing revenue-generation at the heart of strategy, it brings what managers think into line with what they do.

And it is a management theory for the new millennium not merely because it avoids the errors of the past. The strategy also reflects the profound changes in economic structure that he beyond 2000.

The new era is one in which truly variable costs will tend to zero, completely swamped by fixed or semi-fixed costs. The manufacturing element of a prodnct or service becomes relentlessly cheaper, the design, hranding or support elements become irresistibly more expensive.

Accounting tools designed to

this new state of affairs; the proposed technical solutions, such has a physical existence that as activity-based costing, are inadequate. If costs are fixed, then reve-

nues are all-important. Guesstimating revenues becomes the central task of the company. Controlling costs becomes a second- technical aspects of a new prodorder task, essential hut unglamorous, on a par with supervi-sing the office cleaning.

The essence of Third Millennium which they know makes sense in Economics is this: look after the pounds and the pennies will look after themselves.

No respectable management theory can be summed up so baldly, of course. So Third Millennium Managemant also has a full complement of laws, paradigms, success factors and mistakes to avoid at all costs.

The first law of Third Millennium Management is that husiness genius lies in imagining revenues that do not yet exist. When reinforcing brand advantages in Sony's Akio Morita dreamed up the Walkman, he wasn't just imagining a product, he was imagining a stream of revenues for which there was no existing evidence. Imagining those revenues was at least as important as set de facto standards, greatly designing the product that would generate them.

revenue stream requires greater cope with a world of variable mantal originality -- and cer- requires different skills from costs cannot easily grapple with tainly greater hravery - than managing the profits of an estab- aspect of the familiar, soothing forthcoming)

offers immediate reassurance; but until the product has been on the market for a while, there can be no such confidence about sales. And colleagues who would not dream of denigrating the uct will not hesitate to criticise its husiness prospects.

The second law of the new the-This is the central principle of ory is that every company will the new theory. It is at once as soon find itself in a "hits" husiexpensively taught by academics old as the first flour-mill, and as ness. Such husinesses - films, TV and consultants. Instead, they new as the latest chip foundry. shows, records, books - were once a class apart. Cushioned by predictable sales, other managers

> ow, in industry after latest product. Each new launch, from software to industrial ceramics, could be a wild success or a complete failure. Winner takes all.

The leader henefits from selfa world in which "mental shelf space" among consumers and distributors is the most valuable real estate. With products increasingly sold as part of complex systems, a leader is able to reinforcing the advantages of a In some respects, imagining a next hit or flop comes along.

Managing a hits business

lished stable of products. Most of all, as Third Millennium Management would suggest, it requires a nose for revenues. The third law is that your core business is what you make it.

Yes, focused companies generally (though not invariably) do better than unfocused ones. Yes, under-standing a sector deeply can help you imagine the next hig stream of revenues (though It can also make you a prisoner of the present). But in the Third Millennium world, two well-managed rivals of vertical and borizontal integration, insourcing and outsourcing, humours or astrology to a pitch found tha wild swings of hits diversification and focus - and of great sophistication, in an

> Industry, you are ultimately cost-driven, analysis placed credence in theories now only as good as your of where your company's past or utterly rejected. present strengths lie. Those will he irrelevant tomorrow. What counts is where you can derive substantial new revenues in the future, with the emphasis on the do that effectively is your core business, regardless of the diagrams in last year's strategy document

So much for general principles. Third Millennium Management also offers some practical rules of thetic chord? thumb. For example: spend twice successful product - until the as much time thinking about revenues as you do ahout costs. Managers devota weeks or months to poring over every

cost structure, while plucking a revenue estimate out of the air. or out of the first market research study that comes to

The temptation is an obvious one: the costs appear real, firm, something you can get your teeth into. If you try hard enough, you can probably estimate them properly. Future revenues, by contrast are evanescent, elusive, prone to error, above all outside your control. No amount of analvsis can make revenue forecasts pinpoint accurate; but time and energy devoted to thinking about them can at least cast a stronger light on the risks.

Here is a second rule of thumb: tailor your costs to the imagined revenues, not the other way round. Too many business people simply want to achieve sales that will justify their existing cost structures and way of life. Reallty may require greater ambl-

tions - or greater parsimony. A third rule of thumb is more challenging still: set a notional price for your product or service that reflects its worth - then halve it before you launch. After six months, balve it again. Avoid the common European temptation of going for margin, rather than market share, Remember, revenues are what count.

Well, there you have it: an out line of a new management theory that is at least as plausible as most others peddied from the bookshelves. What is there about management that makes intelligent, active participants so will ing to place their faith in nostrums of - to put it politely uncertain validity?

The state of management the ory seems, to this consumer anyway, to bear a striking resemblance to the pre-scientific era. Classical and medieval natural philosophers devoted buge efforts to classification and taxonomy, in an attempt to make sense of the puzzling world around them. They could not, in an era before experimental method.

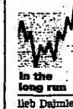
Management theorists are simllarly deprived of experimental possibilities, and they lack the data required for the techniques of the social sciences. Not surprisingly, like their pre-scientific predecessors, they fall back on endlessly elaborated description.

Similarly, the period that immediately preceded the Newtonian revolution brought plausible - but as it happens entirely bogus - theories such as businesses frightening and alien. neither of them need be right or attempt to analyse personality and health. Some of the greatest The key is not some schematic, scientific minds of the period

> Study of such theories was not valueless, however: It provided a systematic structure for the discussion of issues that hitherto had seemed too inchoate to words "substantial", "new" and grasp. Possibly such frameworks "future". Whatever allows you to of analysis provided insights which would not otherwise have occurred. That may be the role that management theory plays today. After all, didn't some aspects of Third Millennium Management strike a sympa-

> > Third Millennium Management: Upsize Your Profits and Downsize Your Risks! (502pp. \$39.95, Bathos

Motor of the American dream



street shopping and air quality are just three of the sacrifices made to the motor car in the 100 years since the pionearing _ days of Gottlieb Daimler and Karl Benz.

Arguably, the losses have been greatest in the US, where mass production was spawned and ownership at more than 1.75 vehicles per household is the highest among the leading industrial economies. Just as the six-shooter became a symbol for the new nation in the lest century, so the motor vehicle has turned into an icon for America in the past 100 years.

In the 19th century, the revolver was an emblem of personal independence and the instrument by which the US was forged coast to coast. In the 20th century, the automobile has given Americans independence in the form of enhanced mobility, and physically connects a sprawiing nation. For many, there is probably no better indicator of

"the American way of life". The US industry was born in 1896, when Frank and Charles Duryea, two hrothers from Springfield, Illinois, huilt 13 similar cars from the same design. They were followed by other entrepreneurs - Henry Ford. David Buick and Ransom Olds. Vehicle registrations rose

Rail travel, high- nearly 10-fold in the first five years of the century, from 8,000 in 1900 to 77,400 by 1905. The total the following five years.

By 1915, there were 2.3m it had reached 8.1m. America's millionth new car changed hands years later. It was Ford who pioneered the

mass production techniques which made this growth possible. He brought the price of a Model T down from \$950 in 1908 to \$290 in 1927, opening the way to mass car ownership. great depression of the 1930s.

And production for the commercial market ground almost to a halt during the second world war when car plants were converted to military use. But after 1945, production

soared again, fanned by the economic recovery and buoyant consumer spending. Annual output shot up to 6.7m units in 1950 and 7.9m five years later. "The 1950s and 1960s were the

golden years for the motor industry," says Mr Boh Stockton, public affairs director of the Automoblle Hall of Fame in Detroit. Flowing lines, massive V8 engines and abundant chrome were the leitmotivs of carefree consumption, relatively low prices and cheap and abundant

It was the peak period for creating the network of multilane interstate highways which jumped almost sixfold again in remain America's economic arteries. The amount of federal, state and locally controlled survehicles on US roads and by 1920, faced road rose by almost 60 per more than 2m miles. The percentin 1912, the 10 millionth in 1920 age of surfaced, against dirt, road and the 25 millionth just five rose even faster, from 51.9 per cent to 75.2 per cent over the

> This was also the era that saw the rise of suburhia and the

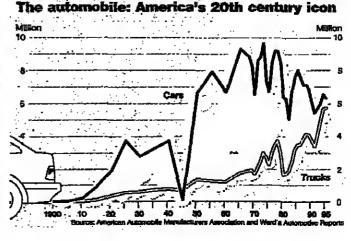
same period.

development of out-of-town shopping malls. "The growth in commuting was stimulated by the car. But peopla's decision to Growth declined during the move out of the city also boosted highways. From objects of dericar ownership," Mr Stockton sion, small imported Japanese

the early 1970s. Domestic output ahead of the previous record of first by Honda in 1983. 9.3m in 1965.

Three" domestic carmakars -General Motors, Ford and Chrysler - were already ending. Rising smog over many US cities confuel costs after the oil producers cut supplies and sent prices soaring in 1973 led to a downturn in output in the mid-1970s. Safety concerns blighted the sale of new ful consumer crusade.

Imports began to nudge the tra-ditional American saloons off the cars became almost chic as petrol



These trends ensured car pro- became more expensive. When duction continued to grow into protectionism looked likely to hit imports, foreign carmakers peaked at 9.7m units in 1973, just opened plants in the US - the The rise in environmental con-

But the fat years for the "Big cerns triggered by pollution from hle in the heavy black clouds of tributed further to the growing distaste for traditional "gasguzzlers". From the 1980s, the car produc-

tion figures stop telling the whole story. The headline totals fail to distinguish between falling output at the "Big Three" and the rising impact of the "transplant" factories set up by foreign manufacturers.

More reassuring for domestic manufacturers, the passenger car figures also mask the growth in popularity of "recreational vehicles", such as pick-up trucks and sports utilities - both officially classed as trucks.

While car output has stagnated, truck production has accelerated in recent years. In 1995, the total reached 5.6m units. Many were hardy pick-ups, such as Ford's best-selling F Series, or all-terrain four-wheeldrive sports utilities. As the 20th century draws to a close, lt appears to be these rugged vehicles that now reflect the independence and self-reliance

many Americans still aspire to. Haig Simonian

FINANCIAL TIMES

Friday December 27 1996



30,000 gather for rally against Milosevic

Serbian riot police halt protest marches

Serhian riot police yesterday prevented opposition protesters from marching through the centre of Belgrade following warnings that the "obstruction of normal traffic" by demonstrators would no lunger be

The police action forced marchers to abandon their daily protest through the capital against Serbian President Slobodan Milosevic.

About 30,000 Zajedno (Together) coalition supporters yesterday gathered in Belgrade in defiance of e government ban on all marches across Serbia. Police had said they would intervene if protesters caused traffic congestion.

The warning followed violent clashes this week during demonstrations sparked by Mr Milosevic'e refusal to accept opposition victories in local elections on November 17.

Telefónica

expansion

disrupted

Continued from Page 1

Grande do Sul.

A Tisa-led consortium last

week won a tender for a 35 cent stake in the regional Bra-

zilian operator Companhia

the purchase has been tempo-

Salomon Brothers, the

investment bank advising

Patrimonio del Estado, the

state bolding body attached to

the finance ministry, said it

was working on a valuation of

the Tisa stake, Its estimate for

the private sale is believed to

have set a range of between Pta96bn and Pta111bn.

Analysts regarded this as

relatively cheep, saying a

price in this range would be

justified by Tisa'e sharehold-

ings in telecommunications companies in Latin America.

Budget fears hit

Tokyo markets

income tax cut, and a 0.1 per

cent decline in central govern-

this fiscal tightening is danger-

ous," said Mr Jason James at

A stream of weak economic

figures also fuelled investors'

fears that the government

might have taken an over-opti-

mistic view of the economic

People in the market feel

Continued from Page 1

ment public spending.

James Capel Japan.

At least 58 people were the riot police blocked the niured on Tuesday in fighting way. They denied that the failetween police and rival ure to march yesterday was a injured on Tuesday in fighting between police and rival marchers when Mr Milosevic called for e counter-rally ontside the Zajedno offices. One man later died in hospital.

The Organisation for Security and Co-operation in Europe is due to publish a report today about the cancellation of the local election results. This could put extra pressure on Mr Milosevic.

Yesterday thousands of riot police blocked the demonstrators' route as the Serbian leader faced international warnings over using force against the protestors. Police ignored a march

through snowy streets by 5,000 students but confined the 30,000-strong Zajedno demonstration to a square, apparently without severe force. Opposition officials said they

Mr Zoran Djindjic, an oppost-tion coalition leader, told demonstrators: "We will always manage to last one day longer than Milosevic. They simply cannot keep 20,000 police in Belgrade every day, but we can hold out for six months if

necessary."
Mr Nikola Samovic, deputy prime minister, said the authorities would not use violence but "anyone who violates or questions the authorlty of the law will not be tolerated".

The US and other Western governments have warned Mr Milosevic he risks economic reprisals and continued international isolation if he uses violence to restore order.

Russia has warned against

and Israel Hebron

Israelis and Palestinians were yesterday optimistic ebont clinching an agreement next week on control of most of the Israeli-occupled West Bank town of Hebron being handed

Their optimism was shared by Mr Dennis Ross, the US Middle East peace envoy, who headed back to Washington yesterday to brief Mr Bill Clinton, the US president. He said he would return to the region by Monday. "I hope and expect that we will conclude an agree-ment shortly thereafter," Mr

Mr Yassir Arafat, president of the Palestinian Authority, had told them e deal would be finalised next week. They said Israel was committed to a further withdrawal from the West Bank after pulling ont of

the negotiations."

About 400 Jews live among

deadlock may have been bro-Mr Arafat and Mr Benjamin Netanyahu, the Israeli prime minister, held a summit meet-

Jewish settlers in Hebron

An Israeli government spokesman said: "We will take all necessary eteps to make sure the agreements are honoured." Mr Amnon Lipkin-Shahak, chief of staff of the Israeb Defence Forces, has said the Israeli army will carry out the redeployment within one day

Mr Netanyahu faces some resistance in his cabinet to any redeployment. But political will have enough support for

would gather every day in the any outside interference in square but not march while Belgrade's political turmoil. China now the eighth largest

Riograndense de Telecomuni-cações for about \$660m, but China has emerged as the world's eighth largest provider of capital, committing about rarily blocked because of a \$18bn in officially approved legal action in the state of Rio direct and portfolio investment abroad between 1989-1995, ecording to a study.

Illicit outflows, or capital flight, have also proved a prime source of funds for places such as Hong Kong where mainland Chinese enterprises and individuals have invested \$30bn-\$40bn.

Mr David Wall, a consultant Institute of International ment of cash. Affairs, says in a study for the have diverted attention from other aspects of China's integration into international capi-

tal markets. The International Monetary Fund says China accounted for 2 per cent of the total global flow of capital in 1995. In time, "fast growth and sevings surges in countries [like China} could offset or even dominate savings declines in

France.' Mr Wall says the IMF almost certainly underestimates the movement of Chinese capital abroad. Gross outflows of long-term capital may have exceeded \$100bn between 1989 and 1995 of which ebout \$50bn

HIGH

source of capital was not officially approved, By Tony Walker in Beijing "Not all of the outflow of

long-term capital is epproved by the government," he says. Much takes the form of illegal transfers abroad. This ie reflected in the large "errors and omissions" item in the balance of psyments which increased from \$330m in 1989 to \$17.8bn in 1995.

The spread of Chinese companies abroad - has provided a ready vehicle for capital flight. Methods include under and over-invoicing, "commissions" to associates abroed. asset to the London-based Royal swaps and the physical move-

Chinese enterprises have Organisation for Economic also made liberal use of "round Israeli settlers have tried to Co-operation and Development tripping", involving export of that inflows of capital into capital which is then repatri-houses, and yesterday a fire-China - \$48.4bn in 1995 alone - ated, possibly as foreign bomb was hurled at a Jewish investment, to benefit from tax

Mr Wall found that there was a strong concentration of investment in Hong Kong, Australie, Canada and the

"The investments in these countries are diversified, but there is something of e concentration in Hong Kong on trade and services, on securing raw countries like Japen and material in Australia and Canada, and on securing proprietary technology in the case of the US.

Outflows of Capital from China: OECD Development Centre Technical Paper, 1997. International Affairs.

FT WEATHER GUIDE

Palestine hopeful on deal over

Palestinian legislators said

"Talks are continuing in a very good etmosphere," said an Israeli government spokes-man. "Even though it can take time to formulate the agreements it is clear we are going to come to e successful end to

some 120,000 Palestinians in Hebron, which is in a state of perpetual tension. It is the last Palestinian town scheduled for self-rule under the 1995 peace deal. But Israel has delayed its transfer, citing fears for the security of the Jewish minority, and both eides have blamed the other for preventing a deal during nearly three months of negotiations.

However, signs that the ken emerged this week when ing, mediated by Mr Ross.

have started protests in an attempt to thwart implementation of the Israeli pull-out. occupy vacant Palestinian enclave.

after the accord is signed.

eccord. Several ministers have said they will not support the analysts say Mr Netanyahn government approval.

Editorial Comment, Page 11

THE LEX COLUMN Lego logic

Ebitda: earnings before interest,

tax, depreciation and amortisation.

Ebitda has caught on as a valuation

tool, especially for judging the rela-

tive attractiveness of companies in the same industry across borders -

for example, European telephone

companies. Typically, ratios of sales or enterprise value (market capital-

isation plus debt) to ebitda are cal-

culated. The appeal is that these

measures strip out the different

depreciation, capital structures and

Closely allied to ebitda is operat-

tax regimes in different countries.

ing cash flow. The only difference is

that adjustments are made for

changes in working capital. Operat-

ing cash flow is the top line of UK

cash-flow statements, where it is

described as "cash flow from operations". While working capital

changes can be important in any

single year, they tend to even out

over time. So, for trend analysis,

ebitda is normally a better measure. But ebitda is not a holy grail, precisely because it is calculated.

before many of the costs business has to bear. Most important is capi-tal expenditure. Without invest-

ment, companies would wither on

the vine. The snag is that, for most

companies, only a portion of the capex is required to maintain the

business while the rest is used for

expansion. Ideally, companies

would give a break-down; in prac-

tice, they do not. That means esti-

mates of maintenance caper - the

investment needed to maintain the

value of the company's assets - are

Of course, tax is also a cost to

business, And, certainly if one

wants to discount cash flows to cal-

subjective though not worthless.

The latest idea doing the rounds that state-owned Aérospatials, together with its prospective merger partner Dassault, might bid for Thomson-CSF - stretches credibility. Even assuming Aérospatiale could find the necessary cash, selling Thomson to a governmentcontrolled company would hardly be a privatisation. But a more credible notion is that Aérospatiale/Dassault could take a junior role in a renewed offer for Thomson from Alcatel. Certainly, they would add a veneer of defence know-how to Alcatel. And superficially, the grouping could be presented as having the clout to take on the likes of

America'e Lockheed Martin. All the same, such a vertically integrated combination of an electronics supplier (Thomson) with an aerospace manufacturer (Aérospatiale) is unlikely to generate large financial benefits, since the overlap between the businesses is modest. Moreover, there must be some risk such an alliance could obstruct the combination which would create real value - pooling Thomson's and GEC-Marconi's electronics businesses. Perhaps Alcatel could assemble such a large gathering, but it begins to look implausibly unwieldy. In any case, the Aërospatiale idea should make no difference to the real question confronting the government: whether to auction Thomson or float it. The latter remains more compelling. Potential bidders at an anction can put together whatever hits of French industrial Lego they choose, but a strong, independent, floated Thomson would be better able to deter-

Cash flow

mine the right combination.

"Cash is king". Though the phrase is a cliché, the notion that investors ought to be looking at a company's cash flow rather than merely its accounting profits is valid. The only snag is that defining cash flow is slippery. Different companies, stockbrokers and consultants calculate it in different ways.

Some semantic tidying up is needed. The starting point should be a recognition that there is no correct definition of cash flow, just as there is no single measure of profit. But just as investors distinguish between operating profit, pretax profit and earnings, it is important to be precise about which sort of cash flow one is talking about. Below are the definitions Lex proposes to use.

this purpose, the best measure is operating free cash flow: operating eash flow minus capex and tax (but before interest). Discounting such cash flows by a company's cost of capital will give its enterprise value from which net debt needs to be deducted to calculate the value of

grdoch ponde

MyB venture

Sometimes, though, one is interested simply in how much cash is left over for shareholders - in which case interest should also be subtracted. This free cash flow is the amount available for paying dividends, cutting debt and making

At other times, it is helpful to think of dividends as given and sub-tract them to give residual cash flow. This number, which is often negative, is the cash avoilable for repaying deht and acquisitions. It is not terribly useful for valuation purposes, but in judging how much debt and dividends a company can support, it is invaluable.

UK takeovers

How well has Britain's Takeover Panel survived the battle for North-ern Electric? Certainly, the dobacie vindicates the panel's philosophy of opplying the spirit rather than the letter of the law; o legalistic approach would have been a disaster. Against this must be weighed two fallures. First, much trouble could have been avolded if tho panel had earlier stopped the advisers of the target company buying shares - this is not the first time the controversial tactic has been used. Second, the panel executive argushly erred on the side of a timid, rule-bound view. Certainly. the executive's reaction when BZW beistedly owned up to its extra fee - merely ruling the sum should not be collected - looks conspicuously mild. Had the panel not overruled Its executive and not extended the hid timetable, Northern would still be independent today. None of this vindicates hopes that

Mr Alistair Defriez's oppointment as the executive's director-general would herald a more streetwise approach. On the other hand, conspiracy theories over Mr Defriez's past role as an adviser to Northern look overblown. He offered to stay out of the decisions on this bid, but the bldder thought that unnecessary. Mr Defriez's real failure was not to move fast enough to put the rules right. Assuming the Northern calate a net present value, one battle prompts him to get a move needs to take it into account. For on, some good will have come of it.

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Europe today Most of western Europe will be

mainly dry with sunny periods. The Netherlands and northern Germany will have snow as e disturbance approaches from the North Sea. Snow is also expected in southern Scandinavia and the Baltic states. Eastern Europe will be sunny. France and Spain will have sunny periods. The Alps will have sunny periods with snow in the north. Italy will have showers in the south and thunder showers are expected over Maitz. Greece will also have thunder showers.

Five-day forecast

North-west Europe will continue wintry for the next few days as disturbances draw cold air and snow into the area. High pressure will keep eastern Europe mainly dry. Spain will also be mainly dry, but south-eastern Europe will have showers or rain as a disturbance develops over the Mediterranean.

TODAY'S TEMPERATURAL

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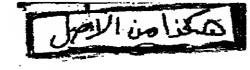
Cold front

fair 12 fair 5 snow -3 snow -6 fair 21 fair 22 sleet 3 thund 30 fair 5 sun 23 cloudy 12 sun 25

thund 21 anow -2 fair -1 fair 26 fair -7

Rangoon
Reyldavik
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FINANCIAL TIMES

COMPANIES & MARKETS MOR

Friday December 27 1996 () THE FINANCIAL TIMES LIMITED 1996



IN BRIEF

Murdoch ponders ASkyB venture

Rupert Murdoch's News Corporation is considering launching s public offering for 30 per cent of American Sky Broadcasting, the \$1bn digital satellite television venture scheduled for launch next year. An initial public offering would fill the gap left by the changed ctrcumstances of News Corp's original partner in the project, MCI Communications. MCI was going to take a 50 per cent stake in the ASkyB venture and bold the licence for the digital satellite frequencies. Page 16

Wiseman receives clearance to bid Robert Wiseman Dairies of Scotland is preparing to enter talks on a possible takeover of Scottisb Pride Holdings, its main rival, after receiving a qualified go-ahead from the government. The two companies account for nearly 80 per cent of the Scottish milk market, Page 14

Banerj state sale faces further delay The privatisation of Brazil's troubled state banking sector failed to get off the ground when the sale of Banerj, controlled by the state of Rio de Janeiro and Brazil's second-largest state-owned bank, was postponed for the second time in nine days. Page 16

Seat expecting up to \$31m in profits Seat, the Volkswagen group's Spanish carmaker, expects to show a net profit of Pta3bn-4bn (\$23m-\$31m) this year following four consec utive years of losses, according to outgoing chairman Mr Juan Llorens, Mr Llorens, wbo took over at the height of Seat's troubles in 1993, when its losses reached Pta151bn. is being replaced by Mr Pierre-Alain de Smedt, bead of VW's Brazilian subsidiary. Page 16

Euromerchant in \$10m Albanian venture Euromerchant Bank, the Greek bank controlled by the Latsis shipping group, has launched a \$10m venture capital fund to invest in private companies in Albania. The Euromerchant Albania Fund will be managed by Global Finance, a venture capital and private equity management company which runs a similar fund investing in Bulgaria and Romania.

Goldman Sachs to help Turk Telekom Turkey has appointed s consortium beaded by Goldman Sachs to advise it on the stalled sale of Turk Telekom, the lynchpin of the government's privatisation programme. Turkey boped that 10-15 per cent of Telekom would be ready for offer in up to three months after Goldman Sachs had completed its advisory services and the sale strategy had been worked out. Page 16

US inflation-linked bonds delayed The US Treasury Department has postponed the launch of its first inflation-linked bonds, which bad been expected in mid-January, and has yet to set a new date. The department said the movs over US inflation data. Page 17

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Goldman Sachs	18.	Turk Telekom	1
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KNP BT	14	Willis Corroon	1

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14 Yamaichi Secunties

14 Zenith Electronics

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Centernial Tec	48% +	2'5	fall#			_
Cultura Corp	60 +	2%	Chargens	249	-	9
LIAL COOP	63% +	2%	Gullbert	961	-	11
Falis			TOKYO (Yes)			
Exac Risk	34% -	174	Albes			
Miceco Co Mikt	23% -	1	Acid Corp	249	+	13
Nova Corp	20% -	1	Daicel Chem	533	+	33
POMBOON (Dec		-	Toron Corp	404	+	29
Rises			Falls			
	815 +	56	Galdgen	600	-	31
Srt Borneo	687% +	16\:	JECK.	650	-	45
Flexicati	89 +	13%	Não Stravys	805	•	35
inspirations	31% +	5	HONG KONG	(HICS)		
Jaurdan (T.)	42214 +	3%	Rices			
Rank	462 F	478	Citie Pac	41.30	+	9.90
Falls		25	Data Sing	31.10		0.90
Brake Bros	_550 -	20	Midland Resily	6.70		0.30
TORONTO (C	\$ }		Shanghai Indi	25.20		0.60
Files 5			Falls			
Cjuram	372 +	1.25	New Wid Day	51.75	_	0.75
Concol Euro	5.95 +	0.8	Must	39.40		0.50
Essign Res	24.95 +	1.45	BANCKOK (De			
Palit						
Donnan toda 8	9.0 -	0.75	Ricot	69.0	٠	A.D
Bectrohoma	8.5 -	1.25	interiffa	55.0		5.0
Vertias Engy	27.0 -	3.0	Post Publish	374.0	:	320
PARIS (FFr)			Serm Şuk	3/4.0	*	42.4
Rises			Falls	44 5	_	4.75
With Titlespine	827 +	13	Mippon Pack	44.5 36.0	=	4.0
Vill Phinate	774 +	8	Thai Factory	36.0	_	1.0

Yamaichi in \$1.3bn bail-out of affiliate

By William Dawkins in Tokyo

property-related loans,

Broker follows rivals in rescuing a non-bank lender Yamaichi Securities, the

weakest of Japan's big four stockbrokers, is to inject sharp fall in Tokyo share Y150bn (\$1.3bn) into its strugprices over the Christmas gling non-bank affiliate. Yam-- as a reminder of the aichi Finance, to write off bad unresolved problems in Japan's financial system.

This is the third of the top Nikko Securities is the only brokers, after Nomura and one of the big four not to hava Daiwa, to bail out a lending taken such action. Analysts believe it will now be under affiliate in a belated campaign to clear up the debris from the pressure to write off its noncollapse of property prices five bank unit's problems. Nonbanks are lenders without a Traders said the Yamaichi licence to taka deposits from write-off and the voluntary colthe public. They played an important part in channelling lapse of an unrelated non-bank lender had contributed to a credit to riskier property pro-

jects - considered unsuitable for the main banks - during Daiwa Securities followed last the 1980s asset price boom. Until recently, Japan's stock-brokers preferred to hids the problems of non-bank affiliates in tha hopa that property

prices would rise enough to float had debtors out of trouble. But prices hava yet to Nomura Securities, the lead ing broker, abandoned the wait-and-see strategy in September by announcing a

Insurance brokering: how the leaders compare

Y371bn bail-ont for its non-

bank unit, Nomura Finance. month with a Y120bn injection for Daiwa Finance.

Yamaichi will follow the example of its two competitors in booking the write-off as an extraordinary loss in the year to March 31. As a result, it expects to make a Y110bn unconsolidated net loss in the current year, rather than the Y16bn profit it forecast in October, with the publication of its results for the first half

of 1996-97. It made a Y15.8bn

Vamaichi is leaving

unchanged its forecasts of operating profits for the current year. It projects a 26 per cent rise in recurring profit before tax and extraordinary items - to Y19bn on revenues up 2.6 per cent to Y230bn.

non-bank lender Koei Corpora-tion, with dabts of Y260bn, announced it would file for voluntary liquidation on March 31. It took the decision

its main bank, Industrial Bank of Japan, which has Y61.2bn in outstanding loans to Koei.

This is the latest example of a new trend in which leading banks are prepared to let nonbanks connected to them go into liquidation rather than continue to prop them up as stockbrokers have been doing. The trend was established two months ago by Dai-Ichi Kan-gyo Bank, Asahi Bank and the Bank of Yokohama, which allowed Nichiel Finance to go into liquidation with liabilities of Y991.4bn, the largest corpo-

Northern minority investors may spurn bid winner

By Simon Holberton and William Lewis

Leading minority sharebolders in Northern Electric have not yet decided wbether to accept the successful £782m takeover hid for the north-east of England electricity company from CalEnergy of the

The US independent power producer said on Tuesday that it owned or had received ecceptances for 50-3 per cent of Nortbern's shares. Northern's board is expected to recommend today that minority sharebolders accept the bid. But there was speculation yesterday that several shareholders, including M&G and Foreign and Colonial, bolding about 15 per cent of the company, may decide not to sell to Calknergy and instead remain as minority shareholders.

"There is a strong argument tbat, in a heavily regulated position will be protected because CalEnergy will take value out by paying dividends." one said.

Tskeover rules mean that CalEnergy can carry ont s compulsory purchase of the emaining sbares only if tt bolds 90 per cent of Northern. CalEnergy achieved the nar-

rowest of victories after the Takeover Panel, the City watchdog that regulates bids, intervened to extend the offer. It also overcame s last-ditch attempt by Prudential Corporation to defeat the bid.

The panel decided to extend the bid because Barclays de Zoete Wedd, an adviser to Northern, failed to tell a nanel inquiry last week the full extent of the fees it would earn. The oversight cost

Northern its independence, Mr David Sokol, the chairman of CalEnergy, said: "I am absolutely delighted that the majority view has prevailed. We look forward to getting on with the business of running the company.

Northern said the comp accepted the market's judgment. "It is sad, bowever, that the value arguments that had by a technicality," it said. This was a reference to the

panel's ruling against BZW and the fact that at the close of the original bid timetable last Friday CalEnergy had received acceptances for only 19.77 per cent of Northern's

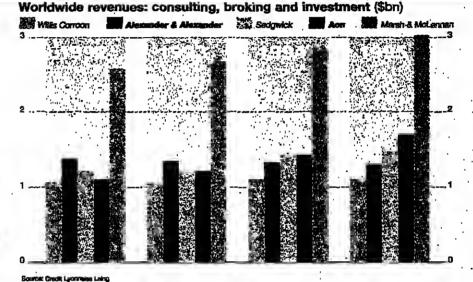
In the dying hours of the bid, Prudential lobbied institutions that bad accepted Cal-Energy's offer, and succeeded in persuading bolders of nearly 1m shares to sell them for 650p, the price Calknergy

was prepared to pay. But it was a decision by Gartmore, a large fund manager owned by National Westminster Bank, to accept Cal-Energy's offer that was believed to have delivered victory to the US company. It had 950,000 shares, the balk of the 1.17m CalEnergy needed to

counter Prudential's buying. CalEnergy's sequisition of Northern means there are only two independent regional electricity companies --Sonthern Electric and Yorksbire Electricity - left from the 12 that were privatised in 1991. Six of the 10 have been taken over - or, as with East Midlands and London Electricity, are in the process of being taken over - by US bidders, who bave collectively spent

more than £7.8bn.

Share price (pence)



Share orice (perice)

Insurance brokers set for shake-up

Aon's merger with a US rival heralds big changes across the sector

Aon's \$1.23bn agreed bid for rival Alexander and Alexander will shake to ths core an industry where profitability is marginal and

growth elusive. The case for consolidation among insurance brokers is persuasive. Rates have tumbled in recent years and s trend among larger clients to demand risk management advice from a broker rather than just insurance has led to higher spending on information technology and staff.

Some multinationals are insuring themselves through "captlva" companies, and small commercial buyers have begun taking on risks themselves. Many customers increasingly prefer to pay fees and not commission, intensify-

ing competition. The merged group will push Marsb & McLennan, the world's biggest broker in revenue terms, into second place. It will achieve significant cost savings in both the US and London insurance markets, where there is considerable

overlap between the two. Competitors are expecting to benefit from a fall-out of skilled staff and business, and while some might argue that one less broker means reduced competition, complacency would be dangerous.

The merger looks particu-larly ominous for UK broking

S insurance broker per cent of its income from the US and may have been considering a merger with at least one of the two.

Aon's move surprised few industry executives and analysts. This relatively young nificant pile of cash following the disposal last year of two to GE Capital for \$1.36bn. It snapped up UK broker Bain Hogg in October from Inch-

was viewed as volnerable to a bid: third-quarter profits from the world's fourth higgest broker were disappointing and the

bether this marks the end of Aon's acquisition spree is unclear. Analysts argue that what the group gained from selling the life companies has heen spent on the brokers, so another big purchase is unlikely. "They've got to get it all together and create a global, seamless broker, otherwisa yon don't get the cost savings," says Mr Roman Ciz dyn, insurance analyst at Mer

rill Lynch. Some estimate costs world wide could be trimmed by about 10 per cent. In the UK back-offica operations and computer systems could be integrated and some of its eight London properties sold.

the biggest broker in the sec- insurance broker, earning tor, we're not obsessed with almost half its \$3.8hn 1995 rev-being the largest," says Mr enue from consulting and Ron Forrest, the chairman and Services Companies and former chief executive of Bain overseas.

"The strategic objective is to get a critical mass to enable us to serve our clients. We're aiming to integrate our operations to have the critical mass and reduce the cost base to our clients and offer the widest range of services," says Mr Forrest, who retains his role as bead of

UK retail broking. Speculation about the sector's next merger has focused

The US group does not have tha business mix of a pure

investment management. It chief executive of Aon Risk prefers organic growth and reassess its position. But for As for Sedewick, market

rumours over the past few weeks have linked it with both Marsh & McLennan and Willis Corroan The former would make a

more likely partner, given its strength in non-broking areas which would fit with Sedgwick's efforts to diversify out of property and casualty brok-

Alternatively, Sedgwick, already well represented in the US and UK, may merge with a smaller broker strong in other

areas.

Willis Corroon, for its part, indicated in August that any consolidation among the global brokers would lead it to wants to expand consultancy now it maintains that it is not convinced by the arguments

Its recent review came out in favour of making small, targeted sequisitions. Analysts suggest one reason for this may be that the insurance broking merger which created Willis Corroon a few years ago did not achieve all its goals. Chunks were taken ont of the revenua base as insurance

markets deteriorated. Poor results during 1994 may have in part precipitated the

Christopher Adams

11.6 11.6

33.4

17.5

45.2

8.8

753

2 725

"Even though we've become group Sedgwick. It derives 44 Elf Atochem buys Laporte adhesives

Laporte, the UK speciality chemicals company, has sold its European adhesives business to Elf Atochem, subsidiary of the French oil producer (\$167m).

The deal, announced yesterday in Paris by Elf Atochem, comes as part of s radical reshaping of Laporte under Mr Jim Leng, who took over as chief executive just over a year

Mr Leng had put up for sale the adhesives and coatings division, accounting for nearly one quarter of group turnover of £1.03bn. Yesterday's deal shows that Laports has decided on plecemeal disposals, rather than a sale to a single buyer.

timber treatment business. accounting for sales of £150m. Elf Atochem has been keen to extend its adhesives activities as part of a strategic shift from bulk chemicals towards speciality products. Until now, Cock-up theory. Page 14 its adhesives business has ating margin was 11 per cent.

been concentrated in France Laporte's European adhesives £100m. It includes Evode and Sovereign in the UK, Evode Industries in Ireland, Simson in the Netherlands and Hey'di Elf Aquitaine, for about £100m in Germany. It will be inte grated into AtoFindlay, a company set up after the scquisition of Findlay Adhesives of the US.

The sale of the European business will virtually eliminate Laporte's net debt of ing to one analyst, the bensfit to shareholders will depend on the price Laporte can get for the remainder of its adhesives division. Mr Leng has made it clea

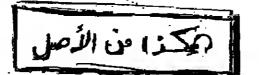
his main aim is to narrow the group's range of activity. He has identified the schesives Still to be sold are Laporte's division as a fragmented low-US adhesives business and its margin business closer to the consumer than is normal within speciality chemicals. Laporte's adhesives division last year achieved an operat-

ing profit of £17.2m on sales of

2230.5m, s margin of 7.5 per

cent. The group's overall oper

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COMPANIES AND FINANCE

Wiseman receives clearance to bid

By Clay Harris

Robert Wiseman Dairies is preparing to enter talks on a possible takeover of Scottish Pride Holdings, its main rival after receiving a qualified go-ahead from the government. The two account for nearly 80 per cent of the Scottish milk market.

Mr lan Lang, trade and industry secretary, accepted the Monopolies and Mergers Commission recommendation that Wiseman be Pride, the processing arm of

he extraordinary cli-max to the takeover battle for Northern

powerful institutions.

BZW's behaviour would be

stage there are no accusa-

A spokesman for BZW

said: "We believed at the

meeting of the panel on

Wednesday that we bad

issues of concern, which

were linkage of our fee

the bid and to the purchase

of shares, and we provided

tions being levelled".

ulatory body.

prices and acquisitions.

Wiseman said on Decemdown by Mr Lang. The comdiscussions, but are expected to do so in the new year.

The MMC said a takeover would be expected to operate against the public interest. groups could prevent Wiseman from exploiting its domallowed to buy Scottish ers could be expected to face higher wholesale prices than £138m. the former Scottish Milk would otherwise be the case.

Office of Fair Trading about a takeover be blocked, cheese and butter businesses needed to determine that its

ber 24 that it could live tinue as an independent the MMC it was interested in within the conditioos laid company. It considered the Scottish Pride whether or other supplier of fresh prochances of Scottish Pride not this went ahead. panies have not held formal finding an alternative buyer business remote.

August, Lord Sanderson of tisb Pride. Bowden, chairman, said While national supermarket Scottish Pride was under- MMC's advice and said Wisecapitalised and needed to man should: raise £11m. In the year to • submit, and make pubinant position, other retail. March, it reported a pre-tax licly available, regular Aim, at 42%p. loss of £4.2m on sales of audited reports about its Robert Wiseman Dairies place

Last month, it said talks

because it did not believe to Scottish Milk, its main market position was not Scottish Pride could con- milk supplier. Wiseman told

The MMC referral followed for its fresh processed milk a formal approach made in May by Wiseman'a advisers At the annual meeting in for information about Scot-

Mr Lang accepted the

prices to seven categories of customer in Scotland;

being abused; and

 undertake not to buy any cessed milk in Scotland without the OFT's prior con- | By David Blackwell

December 24. Both companles' shares closed unchanged. Wiseman at 165p and Scottish Pride, traded on

and Scottish Pride Holdings pic - a report on the proposed Marketing Board, only if it But the MMC stopped were at an advanced stage provide customer lists merger. The Stationery gave undertakings to the short of recommending that on the sale of its UHT, and any other data the OFT Office, £14.20.

Takeover conduct leads to cock-up theory attention as he had been

By Thursday night, BZW

had decided to alert the

The helief that BZW's

the fee at Wednesday's meet-

£250,000.

17.96 (15.58)

Earnings shown basic. Dividends shown not. Figures in brackets are for corresponding period. 10n increased capital, dykim stock. * Comparatives restated. * Throughning 3p per Income share special dividend payable Feb 28.

involved in arranging the £250,000 discretionary fee. The fee had been proposed by BZW at the beginning of the CalEnergy bid as a way £51.1m hostile bid. of rewarding its perfor-

Burnfield shareholders will also receive the 2.2p final dividend forecast by the board for the year to December 31.

panel A 10.30pm call to Mr De Zoete's home from the ditional on shareholders panel set the Friday morning rejecting Burnfield's promeeting. The timing appeared particularly unforposed £24m acquisition of timate for BZW because of LDS, a privately owned Thursday night's decision by vibration equipment group. Northern's board to pay the This was unveiled on December 13, together with a 7-for-10 rights issue at 90p behaviour was a result of to help pay for it. Burnfield's extraordinary general cock-up rather than conspirmeeting on Monday is acy is based on the assump-

expected to be postponed.

Fairey raises its offer for Burnfield

Mr Lang's decision was Fairey Group, the specialist announced sbortly before engineer, has raised its offer the stock market closed on for Burnfield, the measuring instruments manufacturer,

by 11.5 per cent. Merrill Lynch, Burnfield's adviser, considers the revised £57.7m offer fair and reasonable. However, for technical reasons related to another proposed purchase, the Burnfield board cannot ecommend acceptance.

Under the latest offer, Burnfield ahareholders will receive 25 new Fairey shares for every 92 Burnfield

The offer is equivalent to 1650 a share. It represents a 65 per cent premium to Burnfield's closing price on December 16, the day before the launch of the original

Fairey's bid remains con-

tion that BZW and its legal advisers either forgot about On launching the bid Mr John Poulter, chief executive of Fairey, said substantial savings could be achieved by integrating Burnfield's Beta laser gauging and Malvern particle measurement divisions. He suggested that the enlarged group could capture 25 per cent of the global market.

2011

16

NEWS DIGEST

Rank buys Hard Rock Canada

Rank Organisation, which in June paid £270m cash for most of the Hard Rock Cafes outside the UK that it did not control, has now bought the Canadian outlets for \$61m (£36.5m). The acquisition of three owned cafes and eight franchises in Canada takes the diversified leisure

group's total to 75 Hard Rock cafes around the world. Hard Rock is central to the strategy of Mr Andrew Teare, who became Rank chief executive in April. Earlier this month, analysts downgraded profit forecasts by some 5 per cent to about 1300m, after a Rank trading statement warning of operating profits at existing Hard Rock Cafes "slightly lower" than in 1995.

Bunzl in £62m disposals

Bunzl, the paper and packaging group, has agreed to sell its German and Italian fine paper businesses to KNP BT, the Dutch paper, packaging and distribution group, for £51.6m. KNP will pay Bunzl £57.6m in cash and assume about £4m of external borrowings, providing the disposal is cleared under European Union merger regulations.

Mr David Williams, Bunzl managing director, said the disposal area and the fitting and the state of European Union to early lower margin.

disposal was part of Bunzl's strategy to exit lower margin businesses. He said the group did not plan to sell any other operations. "We do not have a for sale sign on any business," he said.

Motoko Rich

BAT dismissed from US suit

A second US court has dismissed BAT Industries from smoking-related lawsuit against its Brown & Williamson Tobacco subsidiary, further easing fears that the UK group may have to pay large sums in compensation to

people who fell ill after smoking digarettes.
On Tuesday, a district court in Missouri granted BAT's motion dismissing the company from a case brought against B&W by a local woman because of lack of personal jurisdiction. District Judge Ortrie Smith held that Mrs Barbara Smith had failed to demonstrate that BAT. as opposed to its subsidiary, had transacted business in Missouri or was involved in any conduct of B&W alleged

to be tortions. The ruling follows a similar judgment by a Florida court earlier this year which dismissed BAT from claim: made against B&W. Patrick Harverson

British Borneo takes on wells

British Borneo Petroleum, the exploration and production company, has taken up the rights to one of Shell's deep water fields in the Gulf of Mexico, it will operate the three known wells in the Leo field if they are found to be viable. Shell will retain an overriding royalty as well as a share in the profits above a certain level.

Argent buys stores for £32m

Argent, a property company, has bought seven stores from Littlewoods, the retailer, for £32.2m. They will be eased back to Littlewoods for 25 years at an aggregate

Lilleshall sells Vanplas unit

Lilleshall, the building products, plastics, engineering and industrial group, is selling its Vanplas arm for £3.15m to Feneseal, a division of Laird.

Jane Martinson and William Lewis find the City bewildered by Northern Electric's failed defence

Electric put the spotlight on several of London's most glory, BZW's reputation will Those playing key roles have suffered most. You're for our clients." only as good as your last included BZW, Nortbern's deal is the saying in this broker; Schroders, its

adviser, the Prudential, a big business." Northern sharebolder; and Schroders, Northern's had not screwed it up last the Takeover Panel, the regfinancial advisers, said: "We are obviously disappointed BZW emerged the most bloodied. The panel's investithat the success of our powerful defence has been gation into the disclosure of reversed on a technicality." its £250,000 performance-However an adviser to and its decision to extend related fee is set to continue Schroders said: "People and could lead to further there are absolutely shattered. They feel cheated of sanctions from other regulators. Mr Alistair Defriez, the an historic defence because panel's director general, said of this."

A competitor of BZW's attempted to defeat the bid said it should have involved by offering cash to investors investigated but "at this its corporate finance arm more, with greater experience of panel hearings. "The trick with the panel is always to be up-front and honest and the worst thing dealt fully with the obvious you can do is leave the impression that you've told the truth but not the whole arrangement to success of truth," he said. BZW said it expected to be

exonerated by the panel investigation. "I think peo-ple who take a clear and discategoric assurance that no such linkage existed." Competitors of BZW said passionate look at the facts the bank's actions appeared are going to recognise that to be the result of "cock-up BZW acted in the best interrather than conspiracy" but ests of its clients throughout and was completely scruputhat it was "highly embarrassing" for it. One corpolous in its behaviour. We did rate financier at a riva) nothing that broke the code house said: "While nobody or the law throughout the has come out clothed in proceedings. We simply did

what we believed was best until four hours of frantic

Northern's shareholders criticised BZW's role. "If they week, Northern would have won," said one institutional investor. Other shareholders who supported Northern were critical of the panel the deadline. "How the £250,000 can be enough to persuade the panel to extend

The Prudential, which which had already accepted the terms, said: "Our actions throughout were taken with a view to the long-term value of our shareholding." Following talks between Pru executives on December Cazenove, the stockbroker, was instructed to buy

Northern shares, But stock

Caledonian Trust O Yr to June 30 3.27

RESULTS

hivestment Trusti

St David's _

trading on the morning of On December 24 several of December 24, when Caze-northern's shareholders critically nove purchased some 900,000 Northern shares at 650p each for the Pru, taking the latter's stake to more than 12 per cent. Fund managers at the Pru helieved CalEnergy's offer undervalued Northern.

come was profoundly affected by two meetings it is beyond me," one said. held between BZW and the panel on the Wednesday and Friday before the original hid deadline. At a meeting on Wednesday to discuss BZW's share purchases, neither the broker nor its law-

(2.96)

MUA (N)

__ Yr to Nov 30+ 246 (261)

ing or did not think it worth mentioning, because neither yers, Norton Rose, menthe outcome of the bid nor tioned the discretionary fee. Mr Simon de Zoete, BZW the share purchasing had vice-chairman, did not anything to do with it. attend the meeting. When he As one corporate financier saw the text of the meeting said: "Why would a bank of the following day, the men-

1.8 (1.64)

Il the main partici-

pants agree the out-

this size risk so much for was not actually bought tion of a flat fee caught his this sort of fee?" 5.1 (82) 0.6 (0.92) Date of Corresponding

Dec 31

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(per note of US\$500,000)

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Shareholders are referred to the cautionary announcement dated

6 December 1996 and are advised that the negotiations between

Elandsrand Gold Mining Company Limited and this company are

The outcome of the negotiations will be conveyed to shareholders in due

course. In the meanwhile caution should continue to be exercised in

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The 1999 Put Price has been calculated by Dongsuh Securides Co., Ltd. sching in accordance with the formula set out in the Supplemental Trust Deed defined above and has been set at 139,006 per cent, of the principal amount of the Bonds.

All Boncholders contemplating taking any action in respect of the matters contained in this notice should seek independent advice as to their tax position and, it in any doubt, should also seek independent

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ard General Jacqu B-1050 Brussels

CITIBANCO

to publish a Survey on Trinidad & Tobago

The Financial Times plans

on Tuesday, Februrary 18

Located between the Caribbean and South America, Trinidad reflects the history and the culture of the region. There are few stronger indicators of Trinidad and Tolongo's growing national confidence than its decision, backed by the government and the opposition, to seek membership of the North American Free Trade Agreement (Nutta). Sucyed by its expanding economy, Trinidad and Tebago believes it can make this quantum loap in its economy and its image. The survey will look at the country's economy, politics. foreign policy, banking, oil and gas and more.

For more information on advortising in this survey, please contact:

Michael Geach in New York Tel: (212) 688-6900 Fax: (212) 688-6229

Len Hackshow in Trinidad Tel: (809) 627 4923 Fax: (809) 627 0468

or your usual Financial Times representative FT Surveys

27 December 1996

Johannesburg

dealings in the shares of the company.

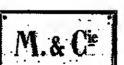
Geople say that we live in the past. Well yes, we have been providing for the *future* by managing investments for 200 years. ??

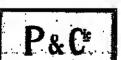
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By Raymond Snoddy

Mr Rupert Murdoch'o News Corporation is considering a public offering of 30 per cent of American Sky Broadcasting, the \$1bn digital satellite television venture scheduled for launch next year.

Mr Murdoch, chairman of News Corp, said he would "probably" go for an initial public offering to fill the gap left by the changed circumstances of his original partner in the project, MCI Communications, the US telecommunications group which is in the process of merging with British Tele-

communications. MCI was to have taken a 50 per cent stake in tha ASkyB venture and hold the licence for the digital satel-

Their [MCI's] intention is to hold at least 20 per cent and then we would probably have an IPO for 30 per cent," Mr Murdoch said.

A US company with US shareholders is already being set up to bold the licence, and perhapo even

the satellite, because MCl will be a foreign-owned company when the BT deal

"We are planning to launch in mid-October, but I can't guarantee that it won't be two or three months later." Mr Murdoch said. ASkyB, with its 175-200

channel system, will be late into the digital satellite market in the US - behind operators such as DirecTV. owned by Hughes Electronics; Primestar, run by a consortium of cable companies led by Telecommunications Inc; and Echostar.

"In the US we have quite a few things up our sleeve. We have better pictures, better technology and we are going to nut the local television stations up on the satellite. Our service would be a enpplement to cable," News Corp chairman

With local stations on the satellite as well as movies, subscribers will be able to receive high-quality digital pictures of their existing

Mr Murdoch believes that movies will be available to him, as the deals with DirecTV are not exclusive. Movies from Twentietb Century Fox will also continue to be available to other operators.

'You don't want to destroy the [film] business," Mr Murdoch suggested.

There will also be a local sport on the setellite, and although the News Corp sports service. Fox Sports, will continue to be shown by cable companies, it will not be available to rival satellite operators.

ASkyB is also hoping to form alliances with the US regional telephone companies to market and service the satellite system and install receiving equipment. "All over America the cable companies have a very tion. The old utilities give wonderful service," Mr Mur-

The satellite service will carry Fox News, launched in October, and Sky News from

doch said.



Rupert Murdoch: ASKyB 'a supplement to cable'

Greek bank launches \$10m | Further delay for fund to invest in Albania

By Kerin Hope

Euromerchant Bank, the Greek bank controlled by the Latsis shipping group. has launched a \$10m venture in energy and agriculture. capital fund to invest in pri-

Albania Fund will be man- from Greece and Italy, the fund. aged by Global Finance, an s-based venture capital and private equity management company which runs a similar fund investing in Bulgaria and Romania.

Mr Angelos Plakopitas, Global's managing director, said the closed-end fund had 10 deals in the pipeline.

mostly involving Greek nians are estimated to have companies.

The fund is expected to focus on private-sector construction, manufacturing of "We plan to invest alongvate companies operating in side international companies setting up in Albania," he Euromerchant said. These are likely to be

main sources of investment Joint venture partners in Albania were likely to be returned emigrants setting up their own businesses on the basis of experience gained working in Italy and Greece, Mr Plakopitas said.

worked abroad since a communist era ban on foreign travel was lifted in 1991.

The Albanian government consumer goods and projects is investing \$3m in the new fund through INSIG, the state-owned insurance monopoly. Euromerchant Bank has made an initial commitment of \$1m to the

The European Bank for ment is investing Ecu2.8m (\$3.47m), while the International Finance Corporation, the World Bank's private sector lending arm, is expec ted to provide \$1.5m. The remaining funds are More than 500,000 Alba- due to be raised by April.

Banerj sell-off

114.75 +1.65 115.00 112.70 3,210 16,397 112.30 +1.70 112.50 110.25 524 6,390 110.70 +1.50 111.80 103.80 137 2,107

-0.1 307.0 306.4 +0.1 308.5 306.4 +0.5 306.0 305.7 +0.5 303.5 301.8 -0.1 303.5 303.5

10.73 -0.02 10.79 10.72 3,066 75,725 10.90 -0.01 10.84 10.75 794 31,333

75.53 -0.16 75.85 75.50 2,302 23,488 76.74 -0.21 77.15 75.85 1,146 12,281

77.70 -0.15 77.85 77.85 252 7.778 77.90 -0.20 77.90 77.90 47 1,247 76.95 -0.20 77.20 76.90 143 9,769

82.40 -0.50 84.50 82.30 1,214 5,883 85.85 -0.35 88.70 85.75 3,462 15,830 88.90 - 91.00 88.90 935 3,861 82.80 +0.25 93.00 92.75 158 882 98.00 +0.20 96.05 25.85 19 285

10.75 794 31,333 10.77 395 24,044 10.75 171 12,640 10.74 64 4,012

ZIATS

SUGAR '11' CSCE (112,000bs; cents/bs)

10.77 -0.03 10.82 10.77 10.78 -0.03 10.81 10.75 10.71 -0.05 10.75 10.74 10.70 -0.05 -

M ORANGE JUICE NYCE (15,000bs; cares/bs)

97.73 +0.75 98.75 98.75

contracts traded on COMEX, NYMEX, CST, NYCE, CME, CSCE and IPE Crude Oil are

one day in arrears. Volume & Open inspres

Dec 23 month ago year ago 1871.8 1963.1 2097.1

month ago year ago 218.26 202.30

totals are for all traded months.

Recters (Base: 18/9/31 = 100)

■ CRB Futures (Base: 1967 = 100)

Dec 23 Dec 20 month ago year ego 243.18 245.70 = 100j

VOLUME DATA

INDICES

■ COTTON NYCE (50,0000bs; cents/fbs)

105.90 +1.50 109.00 107.80 107.15 +2.05 107.00 106.00 104.25 +1.50 102.50 102.50

■ COFFEE (ICO) (US cents/pound

WHITE SUGAR LIFFE (\$/torne)

By Jonathan Wheatley in São Paulo

The privatisation of Brazil's troubled state banking sector failed to get off the ground yesterday when the sale of Banerj, controlled by the state of Rio de Janeiro, was postponed for the second time in nine days.

The bank'o employees

brought a legal action arguing that Banerj's assets had been undervalued. With the buyer risking having to make extra payments to match a future revaluation, yesterday's auction was cancelled minutes before it was due to begin, following a postponement on December 17 on constitutional grounds. the end of this month.

Many of Brazil's statecontrolled banks face serious difficulties after years of being used as sources of capital by their political controllers.

Banerj and Banespa of São Paulo, Brazil's biggest statecontrolled bank, were taken under central bank control in December 1994.

For the past year Banerj has been managed by Bozano Simonsen, a Rio de Janeiro investment bank, in preparation for privatisation. The government of São Paulo has resisted selling Banespa and its future remains uncertain. Baneri's temporary admin-

istration is due to expire at

return to full-year

Seat sees

profit By David White in Madrid

Seat, the Volkswagen group's Spanish carmaker, expects a net profit of Pta3hn-Pta4hn (\$23m-531m) this year following four consecutive years of losses, according to outgoing chairman, Mr Juan Liorens. He confirmed the com-

pany was sheed of its plan to reach break-even in 1997. saving that results would be modest, but in the black". Mr Llorens, who took over at the height of Seat's froubles in 1993, when its losses reached Pta151bn, is being

replaced by Mr Plerre-Alain de Smedt, head of VW's Bra-zilian subsidiary.

He said the result reflected financial support

from VW for the company's restructuring programme and Pta46bn in aid from Spanish central and regional covernments. However, he added that even without these inflows, it was the company's best result since VW took control in 1986.

Output, including vehicles made for VW, would be more than 415,000 - an increase of about 21 per cent - and was expected to rise to 450,000 next year. Since 1993, production had risen 40 per cent with a workforce reduced by 30 per cent, from 18,380 to 12,900. Annual production per employee had doubled during his term as chairman, he said.

"We have turned the page on the crisis of 1993," he said, describing the the company'o situation at that time as "extremely critical". The continued existence of the Seat marque and the company itself were at

The company, which exports about 70 per cent of its production, revealed in September that it had moved out of loss for the first time in five years.

stake."

INTERNATIONAL NEWS DIGEST

Timetable set for SFP privatisation

The French government expects to complete the privatisation of Société Française de Production, the audio-visual group, by mid-1997. Yesterday's disclosure of the likely timing of the disposal, by Mr Philippe Douste-Blazy, culture minister, came two days after the government announced its preference for a joint bid for SFP by Générale des Eaux, the diversified utilities company, and Havas, the media group.

The deal depends on a state capital injection of up to FFr1.2bn (\$229m), of which FFr350m will be paid before the end of this year. It must be approved by the French government's independent privatisation commission.

Interviewed by Les Echos, the French business newspaper, Mr Douste-Blazy said the Générale des Eaux-Haves offer presented the best plan for SFP. He said the full cost of the company to French taxpayers since 1990 would have been FFr3.4bn, including interest, once the new capital injection had taken place.

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Goldman Sachs in Turkish deal

Turkey has appointed a consortium headed by Goldman Sachs to advise it on the stalled sale of Turk Telekom, the lynchpin of the government's privatisation programme.

Mr Ufuk Soylemez, state minister, said yesterday.

Mr Soylemez said he hoped that between 10 per cent and 15 per cent of Turk Telekom would be ready for offer

in up to three months after Goldman Sachs had completed its advisory services and the sale strategy had been worked out

The government hopes to raise \$3.5bn from the sale, which has been hindered by constitutional challenges.

Casino, Monoprix agreement Casino and Monoprix, the two French retailers, have

signed a partnership agreement to co-operate in purchasing and logistics. The two groups said the move demonstrated their "objective of preserving and revitalising commerce in city centres".

The deal rounded off an eventful year for the French retail sector, which is undergoing consolidation with chains seeking growth and cost-cutting through mergers. Monoprix is owned by Galeries Lafayette, the retail group named after its Paris flagship department store, which in October reported a reduced first-half operating loss of FFr137m (\$26m).

Gan raises FFr2.3bn

JOTTER PAD

Gan, the French insurer, said yesterday it had raised FFr2.5bn (\$438m) in a private loan placement under its Parizel unit. FFr1.3bn francs will be received during the remaining days of this year, with the rest in early 1997.

Repayment of the loan, amortisable over seven years, will be guaranteed by the sale of real estate valued at 150 per cent of the loan, or FFr3.4bn. The real estate is currently owned by Gan's Parizel and Baticredit units.

AP-DJ. Paris

COMMODITIES PRICES

BASE METALS LONDON METAL EXCHANGE M ALUMINIUM, 99.7 PURITY (5 per tonne)

		a mus
Close	1523-3.5	1553-4
Previous	1518.5-9.5	1551-2
High/low		1559/1552
AM Official		
Kerb close		1557-8
Open Int.	n/a	
Total daily turnover	n/a	
		· ·
ALUMENTUM AL	DOL (3 har 10	шю
Close .	1377-7.5	1400-02
Previous	1370-80	1398-400
High/low	1377	1400/1385
AM Official	-	
Karb close		1400-05
Open int.	n/a	
Total daily turnover	n/a	
■ LEAD (\$ per tone		
- Land to be ton		
Close	717-8	721-2
Previous	703-4	707-7.5
High/low		722/708
AM Official		
Kerb class		716-8
Open int.	n/a	
Total daily turnover	n/a	
MICKEL & per to	ome)	
Close	6435-40	6530-35
Previous	6415-25	6520-30
High/low .	6435/6430	6550/6460
AM Official		
Kerb close		6480-90
Open int.	n/a	
Total daily turnover	n/a	
TIN (5 per torine)		
Close	5710-20	5765-7
Previous	5715-25	5765-70
High/low	37 13-23	5800/5760
AM Official		300073700
Kerb close		5770-80
Open Int.	n/e	3770-00
Total daily tumover	n/a	
_		
ZNC, special hi	gh grade (\$ p	
Close	gh grade (\$ p 1049.5-50.0	
		er tonne) 1070-70.5 1063-4
Close Previous High/low	1049.5-50.0	1070-70.5
Close Previous High/low AM Official	1049.5-50.0	1070-70.5 1063-4 1073/1067
Close Previous High/low AM Official	1049.5-50.0	1070-70.5 1063-4
Close Previous High/low	1049.5-50.0	1070-70.5 1063-4 1073/1067
Close Previous High/low AM Official Karb close Open int. Total daily turnover	1049.5-50.0 1040-1 n/a	1070-70.5 1063-4 1073/1067 1072-3
Close Previous High/low AM Official Karb close Open int. Total daily turnover	1049.5-50.0 1040-1 n/a	1070-70.5 1063-4 1073/1067 1072-3
Close Previous High/low AM Official Karb close Open int. Total daily turnover III COPPER, grade	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn	1070-70.5 1063-4 1073/1067 1072-3
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Close Previous High/low AM Official Karb close Open int. Total daily turnover III COPPER, grade Close Previous	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-3
Close Previous High/low AM Official Karb close Open int. Total daily turnover III COPPER, grade Close Previous High/low	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn	1070-70.5 1063-4 1073/1067 1072-3
Close Previous High/low AM Official Karb close Open int. Total daily turnover III COPPER, grade Close Previous High/low AM Official	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-8 2145/2120
Close Previous High/low AM Official Karb close Open int. Total daily turnover III COPPER, grade Close Previous High/low AM Official Karb close	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn 2231-2 2228-33	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-3
Close Previous Previous High/low AM Official Karb close Open int. Total daily turnover Close Previous High/low AM Official Karb close Open int.	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn 2231-2 2228-33	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-8 2145/2120
Close Previous Previous Previous AM Official Korb close Open int. Total daily turnover Close Previous High/low AM Official Korb close Open int. Total daily turnover	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn 2231-2 2228-33	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-3 2145/2120
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Close Previous Previous High/low AM Official Karb close Open int. Total daily turnover Close Previous High/low AM Official Karb close Open int. Total daily turnover	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn 2231-2 2226-33 n/a 1/2 rate: 1.4	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-3 2145/2120
Close Previous High/low AM Official Karb close Open int. Total delly turnover III COPPER, grade Close Previous High/low AM Official Karb close Open int. Total delly turnover III LIME AM Official III	1049.5-50.0 1040-1 n/a n/a A (\$ per tonn 2231-2 2228-33 n/a 1 2/3 rate: 1.4	1070-70.5 1063-4 1073/1067 1072-3 e) 2134-5 2131-8 2145/2120 2143-5

PRECIOUS METALS M LONDON BULLION MARKET

\$ price 368.85-389.15 388 00-389 30 368.75-369.05 388.70-369.00

_4.15 6 months _.. 1 month Silver Fix 484.50 490.20 a months 297,85 508.55 1 year £ equiv. 220-221 Gold Coin

Precious Metals continued GRAINS AND OIL SEEDS GOLD COMEX (100 Troy oz.; \$Arroy oz.)

370.4 371.1 373.3 375.7 378.1		371.4 373.6	370.0	3,533	-0 e15
373.3 375.7 378.1	+0.5 +0.5		370.0		90 215
375.7 378.1	+0.5	373.6			23.013
378.1			372.9	147	23,064
		375.9	374.9	656	16,748
	+4.3	-		63	5,455
				4445	186,187
NUMITA	NYME	EX (50°	Troy 02	.; \$/oc	y oz)
373.0	-1.4	374.7	372.0	971	5,927
375.1	-1.2	376.5	374.5	903	15,747
377.8	-1.2	376.5	378.5	12	2,026
380.5	-1.2	-	382.5	10	2,085
383.2	-12	_	_	1,107	1,025
				1,896	25,210
الالاكالة	M NYM	EX (100	Troy o	z.; \$/tr	by oz.)
117.25		_		3	7
119.40	+0.60	119.50	118.50	129	5,634
120.65	+0.60	-	_	21	419
121.85	+0.60	_	-	250	255
122.85	+0.60	-	_	_	17
				150	7,325
VER CO	MEX 6	000 Troy	4 C	माळ/राप	(02)
	+5.8	487.0	483.0	26	30
457.9	10.0		479.5		
488.0	+5.6	479.5	4/8.3	2	11
488.0 490.3	+5.6	-	_	=	2
488.0 490.3 482.8	+5.6 +5.5 +5.5	493.0	487.0	1,009	2 54,312
488.0 490.3 482.8 497.4	+5.6 +5.5 +5.5 +5.5	493.0 496.0	487.0 492.0	1,009	2 54,312 9,379
488.0 490.3 482.8	+5.6 +5.5 +5.5	493.0	487.0	1,009 12 152	2 54,312
	375.1 377.8 380.5 363.2 117.25 119.40 120.65 121.85 122.85	375.1 -1.2 377.8 -1.2 380.5 -1.2 380.5 -1.2 383.2 -1.2 LLADRUM NYM 117.25 119.40 +0.60 120.55 +0.60 121.85 +0.60 122.85 +0.60 VER COMEX 5.	375.1 -1.2 376.5 377.8 -1.2 376.5 380.5 -1.2 - 383.2 -1.2 - 117.25 - 119.40 +0.60 119.50 120.65 +0.60 - 121.85 +0.60 - 122.85 +0.60 - VER COMEX 5,000 Tro	375.1 -12 376.5 374.5 377.8 -12 376.5 374.5 380.5 -1.2 - 382.5 383.2 -12 - 382.5 383.2 -12 - 382.5 117.25 - 119.40 +0.60 119.50 118.50 120.65 +0.60 - 121.85 +0.60 - 122.85 +0.60	375.1 -1.2 376.5 374.5 903 377.8 -1.2 376.5 378.5 12 380.5 -1.2 - 382.5 10 383.2 -1.2 - 1,107 1,096 LLADRUM NYMEX (100 Troy oz.; \$\frac{1}{2}\text{Tr} 117.26 - 3 119.40 +0.60 119.50 118.50 129 120.65 +0.60 - 21 121.85 +0.60 - 250 122.85 +0.60 - 350 VER COMEX 6,000 Troy oz.; Cente/troy

25.13 +0.03 25.20 24.81 9,265 10716 24.42 -0.04 24.53 24.10 2,955 37,012 23.77 -0.04 23.83 23.60 804 22,805 23.12 -0.07 23.15 23.11 204 17.514 22.58 -0.04 22.65 22.58 340 27,515

- 21.55 21.30 4.787 57.906 - 23.00 22.78 1.537 33,722 - 22.44 22.20 400 16,724 - 21.65 21.65 1,718 11,026 - 21.26 21.26 45 13,756 - 20.57 20.50 500 9,868 7,536 169,421

70.65 -0.75 71.40 89.50 6,528 19.639
70.20 -0.45 70.50 89.00 4.82 37.728
68.10 -0.15 68.20 67.00 976 19.894
68.00 - 64.00 63.95 206 8,902
61.45 -0.05 61.45 61.25 51 4,178
59.45 +0.55 59.50 58.60 26 5,045 Apr Mar Apr May Jun Total E GAS OIL PE (\$/tone

102.10 +0.50 103.45 101.50 703 1,611 102.05 +0.45 103.35 101.80 2,195 5,412 100.80 +0.70 101.75 100.00 18 1,335 - 215.50 209.75 - 215.00 210.50 - 208.00 208.00 +0.65 101.00 98.85 1.974 20,833 +0.65 96.40 98.40 29 956 +0.75 97.00 96.90 42 4,341 3,493 16,041 46 8,385 10 6,775 - 200.50 200.50 - 192.25 191.50 185.50 - 187.00 186.50 8,200 72,812 M NATURAL GAS NYMEX (10,000 mmEM; \$\text{\$\text{mm8m.}}

3.330 -0.375 3.595 3.300 10,101 35,952 2.960 -0.286 3.130 2.930 3,998 18,354 2485 -0.150 2600 2485 2018 11,532 2280 -0.115 2330 2,570 457 8,067 2,190 -0.105 2,250 2,180 318 7,758 M UNLEADED GASOLINE NYMEX (42,000 US galls.; cAUS galls.)

-0.05 70.10 69.40 - 69.10 68.70

70.10

-0.11 68.70 88.85 4,724 14,180

+0.07 69.15 68.40 2,521 26,384

WHEAT LIFTE (£ per tonne)

	busine	COLORED		1.1	101	
-	95 85	-0.15	95.90	95.00	10	1,016
Mer				98.25		
-	98,25	-0.15			50	
May	100,25	-0.15	100,50	100,25	80	2,518
Jul	101.75	-	-	-	-	379
Sup	94.50		_	-	-	5
Mer	96.50	_	_	_	_	902
		-	_	-	4	6.846
Total					140	
= 4	VHEAT C	3T 65.00	XX mi	IL COUR	3/50to t	(Jertaux
-						
Mar	394.00			392,00	2,883	31,586
illey.	369.75	+1.00	373.50	368.00	614	6,490
14	343.25				987	19,633
-						
Sep	346,50		346.50		21	997
Dac	359.00	+1.50	357.00	356,00	29	616
Jai	348.00	_	_	_	33	100
Total					4,567	58,429
	WIZE CB	r (5,000) bu mi	IL COME	756bb	united)
	2077.00			~~~	-0 210	
Mar	267.00			265,75		
Stay	267,50			266.50	3,068	53,256
Jel	255.25	-0.25	270.50	267.00	3.270	53,585
Sup	263.00		265.50		118	6,573
Dec	261,25		262.25			37,029
	256,00	+1.50	266.75	255.50	24	1,328
7otal					18,119	301,955
	WARLEY L	EEE #	-	www.l		
- 4	WILE !	LEC D	Por IL	1 6 107		
Jes	94.50	+1.25	94.50	93,50	59	397
No.	100.25	+1.00	95.50	95,50	2	230
May	98.00	+1.00	-	-	-	130
Sep	95,50	-	-	-	-	5
Hov	95,50	_	_	_	_	205
Total				_	81	
S	OYABEA	KS (281	(5,000)	1 male; 00	mar 500	क्या हो।
			710.00			28,193
Jan	701.75					
	696,50	-6.75	706.00	696,00		
May	692.75	-6.25	701.50	692.OO	1,579	26,615
Jef	691,50					24,435
			701.50		767	
Aug	890,00	-6.00	696.SD	691,00	163	2,991
Aug	890.00 671.50	-6.00		691,00	163 24	2,991 570
Aug	890.00 671.50	-6.00	696.SD	691,00	163	2,991 570
Aug Sep Total	890.00 671.50	-6.00 +0.50	696.50 678.00	991,00 975,00	163 24 22,810	2,991 570 140,188
Aug Sep Total	690.00 671.50 CYABEA	-6.00 +0.50	696.50 678.00 CBT (8	0,000tb	163 24 22,810 as: cent	2,991 570 140,198 (s/lb)
Aug Sep Total	690.00 671.50 CYABEAI 22.88	-6.00 +0.50 +0.50 -0.16	696.50 678.00 CBT (8	691,00 675,00 0,000tb	163 24 22,810 es: cent	2,991 570 149,199 (s/lb) 14,900
Aug Sep Total M S Jan Har	690.00 671.50 CYABEAI 22.88	-6.00 +0.50	696.50 678.00 CBT (8	0,000tb	163 24 22,810 es: cent	2,991 570 140,198 (s/lb)
Aug Sep Total M S Jan Har	890,00 671,50 67YABEAI 22,88 23,30	-6.00 +0.50 -0.16 -0.11	696.50 678.00 CBT (8	0,000a 22.87 23.25	163 24 22,810 ac cent 3,945 5,078	2,991 570 149,199 (s/lb) 14,900 36,311
Ang Sep Total 20 S Jan Har Hay	890.00 671.50 CTYABEAI 22.88 23.30 23.58	-6.00 +0.50 -0.16 -0.11 -0.14	696.50 678.00 CBT (6 23.18 23.60 23.93	691,00 675,00 0,000th 22,67 23,25 23,80	163 24 22,810 8: Cent 3,945 5,078 556	2,991 570 149,199 (s/lb) 14,900 36,311 13,821
Ang Sep Total III S Jan Har Hay Jal	890,00 671,50 CYABEAI 22,58 23,30 23,58 23,80	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13	696.50 678.00 CBT (6 23.18 23.60 23.93 24.17	0,000tb 22,87 23,25 23,80 23,90	163 24 22,810 86: Cerri 3,945 5,078 556 571	2,991 5770 149,199 55/lb] 14,900 36,311 13,821 9,655
Ang Sep Total 20 S Jan Har Har Hay Jul Ang	890,00 671,50 CYABEAI 22,58 23,30 23,58 23,80 23,99	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08	696.50 678.00 23.18 23.60 23.93 24.17 24.15	691,00 675,00 0,000th 22,87 23,80 23,90 24,03	163 24 22,810 66: COTA 3,945 5,078 556 571 258	2,991 570 149,199 55/b) 14,900 36,311 13,821 9,855 2,041
Ang Sep Total 20 S Jan Har Har Hay Jul Ang Sep	890.00 671.50 OYABEAI 22.88 23.90 23.98 23.98 24.10	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13	696.50 678.00 CBT (6 23.18 23.60 23.93 24.17	0,000tb 22,87 23,25 23,80 23,90	163 24 22,810 86 Cent 3,945 5,078 556 571 258 17	2,991 570 149,198 52/b) 14,900 36,311 13,821 9,855 2,041 1,606
Ang Sep Total 20 S Jan Har Har Hay Jul Ang	890.00 671.50 OYABEAI 22.88 23.90 23.98 23.98 24.10	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08	696.50 678.00 23.18 23.60 23.93 24.17 24.15	691,00 675,00 0,000th 22,87 23,80 23,90 24,03	163 24 22,810 66: COTA 3,945 5,078 556 571 258	2,991 570 149,199 55/b) 14,900 36,311 13,821 9,855 2,041
Ang Sep Total III S Jan Har Hay Jel Ang Sep Total	890.00 671.50 OYABEAI 22.88 23.90 23.58 23.90 24.10	-6.00 +0.50 N OEL 0 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08	578.00 578.00 29.18 23.60 23.93 24.17 24.15 24.15	691.00 675.00 0.0000± 22.57 23.25 23.80 24.03 24.15	163 24 22,810 3,945 5,078 556 571 258 17	2,991 570 149,199 55/1b) 14,900 36,311 13,821 9,655 2,041 1,606 40,437
Aug Sep Total E S Lan Har Hay Jul Aug Sep Total	890,00 671,50 CYABEAI 22,80 23,50 23,50 23,90 23,10 CYABEAI	-6.00 +0.50 N OEL 0 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08	695.50 678.00 CBT (9 23.18 23.60 23.93 24.17 24.15 24.15	691,00 675,00 0,0006 22,67 23,25 23,80 24,03 24,15	163 24 22,810 86: Cent 3,945 5,078 556 571 258 17 10,397 oner; \$0	2,991 570 149,198 55/b) 14,900 36,311 13,831 9,655 2,041 1,606 80,437 cor)
Aug Sep Total E S Jan Har Hay Jel Aug Sep Total E S	890.00 671.50 OYABEAI 22.88 23.90 23.58 23.99 24.10 OYABEAI	-6.00 +0.50 N OEL 0 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 N MEA	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 L CBT	691.00 675.00 0.0000± 22.57 23.25 23.80 24.03 24.15	163 24 22,810 86: Corra 3,945 5,078 556 571 258 17 10,397 ore; \$A	2,991 570 149,189 14,900 36,311 13,821 9,855 2,041 1,606 80,437 (orr)
Aug Sep Total E S Lan Har Hay Jul Aug Sep Total	890,00 671,50 CYABEAI 22,80 23,50 23,50 23,90 23,10 CYABEAI	-6.00 +0.50 N OEL 0 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08	695.50 678.00 CBT (9 23.18 23.60 23.93 24.17 24.15 24.15	691,00 675,00 0,0006 22,67 23,25 23,80 24,03 24,15	163 24 22,810 86: Corra 3,945 5,078 556 571 258 17 10,397 ore; \$A	2,991 570 149,198 55/b) 14,900 36,311 13,831 9,655 2,041 1,606 80,437 cor)
Aug Sep Total III S Jan Har Hay Jel Aug Sep Total III S	890.00 \$71.50 OYABEAN 22.88 23.99 23.98 24.10 OYABEAN 230.9 221.2	-0.16 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.25 24.25 24.25 24.25 24.25	691.00 675.00 0.000tb 22.67 23.25 23.90 24.03 24.15 (100 tc 230.3 221.0	163 24 22,810 86: Corre 3,945 5,078 556 571 258 17 10,397 ore; \$A 3,872 3,466	2,991 570 149,189 55/15] 14,900 36,311 13,821 9,855 2,041 1,606 40,437 (507) 18,571 30,858
Aug Sep Total E 3 Jan Har Hay Jel Aug Sep Total E 3 Jan Har Har Hay	690.00 671.50 CYABEAN 22.88 23.89 23.19 24.10 CYABEAN 20.99 24.12 20.99 221.2	-0.16 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -2.09 -3.0	696.50 678.00 29.18 23.60 23.93 24.17 24.15 24.15 24.15 24.15 24.15 24.15 24.15	691.00 675.00 0,000cb 22.87 23.25 23.90 24.03 24.15 (100 to 230.3 271.0 215.3	163 24 22,810 86: Centa 3,945 5,078 556 571 258 17 10,397 one; \$A 3,872 3,466 686	2,991 570 149,196 55/10] 14,900 36,311 13,821 9,655 1,606 60,437 (cr) 18,571 30,856 15,350
Aug Sep Total II 3 Jan Har Hay Jul Aug Sep Total II 3 Jun Har Hay Jul	890.00 671.50 OYABEAN 22.88 23.89 23.90 24.10 OYABEAN 230.9 271.2 215.3 21.44	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 24.15 24.15 24.15 24.15 24.15 24.15	691.00 675.00 0.0000± 22.67 23.25 23.90 24.03 24.15 (100 tc 230.3 21.53 21.53 21.60	163 24 22,810 86: Centa 3,945 5,078 556 571 258 17 10,397 one; \$A 3,872 3,466 686 217	2,991 570 149,196 59/10] 14,900 36,311 13,821 9,855 2,041 1,606 80,437 507 18,571 30,858 18,571 10,959
Aug Sep Total El 3 Jan Har Hay Jul Aug Sep Total El 3 Jun Har Hay Jul Aug Aug Aug Aug Aug Aug Aug Aug Aug Aug	890.00 671.50 CYABEAN 22.88 23.90 23.98 24.10 CYABEAN 230.9 24.10 CYABEAN 230.9 221.2 215.3 214.4 213.3	-6.00 +0.50 N OIL -0.16 -0.11 -0.13 -0.08 -0.08 -0.08 N MEA -2.0 -2.9 -3.0 -2.8 -1.9	23.18 23.18 23.60 23.93 24.17 24.15 24.15 24.15 24.15 27.3,7 27.4,9 217.5 215.0	691.00 675.00 0.0000a 22.67 23.25 23.80 24.15 (100 to 230.3 24.15 216.0 216.0 216.0 216.0 216.0 216.0	163 24 22,810 8: COTR 3,945 5,078 556 571 258 17 10,397 3,872 3,466 666 621 217	2,991 570 149,198 55/b) 14,900 36,311 13,821 1,505 50,437 507) 18,571 30,856 15,856 10,858 10,858 10,858 2,195
Aug Sep Total III 3 Jan Har Hay Jel Aug Sep Total III 3 Jen Har Hay Jel Aug Sep Total III 3 Jen Har Hay Jen Har Hay Sep Total III 3 Jen Har Hay Sep Total III 3 Jen Hay Hay Hay Hay Hay Hay Hay Hay Hay Hay	690,00 671,50 CYABEAI 22,30 21,58 23,99 24,10 CYABEAI 20,9 215,3 214,4 215,3 216,0	-6.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 24.15 24.15 24.15 24.15 24.15 24.15	691.00 675.00 0.0000± 22.67 23.25 23.90 24.03 24.15 (100 tc 230.3 21.53 21.53 21.60	163 24 22,810 3,945 5,078 556 571 223 17 10,397 3,872 3,466 696 217 209 18	2,991 5770 149,169 14,900 36,311 13,821 9,855 2,041 1,565 80,437 (ort) 18,571 30,858 15,350 10,958 1,965
Aug Sep Total Sep Total Jan Har May Jel Aug Sep Total Sep Total Aug Sep Total Sep Jul Aug Sep Total	690,00 671,50 CYABEAN 22,58 23,50 23,59 24,10 CYABEAN 230,9 271,2 215,3 214,4 213,3 210,0	-0.00 +0.50 -0.16 -0.11 -0.14 -0.08 -0.08 -0.08 -2.09 -2.9 -3.0 -2.9 +0.6	696.50 678.00 23.18 23.60 23.93 24.15 24.15 24.15 24.15 21.59 218.9 217.5 215.5 215.5	691.00 675.00 0.000tb 22.57 23.25 23.03 24.15 (100 tc 230.3 271.0 215.3 214.0 216.0	163 24 22,810 8: COTR 3,945 5,078 556 571 258 17 10,397 3,872 3,466 666 621 217	2,991 570 149,198 55/b) 14,900 36,311 13,821 1,505 50,437 507) 18,571 30,856 15,856 10,858 10,858 10,858 2,195
Aug Sep Total Sep Total Jan Har May Jel Aug Sep Total Sep Total Aug Sep Total Sep Jul Aug Sep Total	690,00 671,50 CYABEAI 22,30 21,58 23,99 24,10 CYABEAI 20,9 215,3 214,4 215,3 216,0	-0.00 +0.50 -0.16 -0.11 -0.14 -0.08 -0.08 -0.08 -2.09 -2.9 -3.0 -2.9 +0.6	696.50 678.00 23.18 23.60 23.93 24.15 24.15 24.15 24.15 21.59 218.9 217.5 215.5 215.5	691.00 675.00 0.000tb 22.57 23.25 23.03 24.15 (100 tc 230.3 271.0 215.3 214.0 216.0	163 24 22,810 3,945 5,078 556 571 223 17 10,397 3,872 3,466 696 217 209 18	2,991 5770 149,169 14,900 36,311 13,821 9,855 2,041 1,565 80,437 (ort) 18,571 30,858 15,350 10,958 1,965
Aug Sep Total Sep Total Jan Hinr Hay Jel Aug Sep Total His Sep Total Lan His Sep Total Lan His P	690,00 671,50 OYABEAN 22,58 23,50 23,59 24,10 OYABEAN 230,9 271,2 215,3 214,4 213,3 214,4 213,3 210,0	-6.00 +0.50 N OIL -0.16 -0.11 -0.13 -0.08 -0.03 -2.09 -2.9 -3.0 -1.9 +0.5	696.50 678.00 23.18 23.60 23.93 24.15 24.15 24.15 24.15 21.59 218.9 217.5 215.5 215.5	691.00 675.00 0.000tb 22.57 23.25 23.03 24.15 (100 tc 230.3 271.0 215.3 214.0 216.0	163 24 22,810 3,945 5,078 556 571 223 17 10,397 3,872 3,466 696 217 209 18	2,991 5770 149,169 14,900 36,311 13,821 9,855 2,041 1,565 80,437 (ort) 18,571 30,858 15,350 10,958 1,965
Aug Sep Total 3 Sep Har Hay Jul Aug Sep Total May Jul Aug Sep Total	690,00 671,50 OYABEAN 22,88 23,90 23,99 24,10 OYABEAN 230,9 221,2 215,3 216,4 213,3 210,0 OTATOES	-0.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -2.09 -3.0 -2.9 -3.0 -2.8 -1.9 +0.5	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 21.50 217.5 215.0 212.5	691.00 675.00 0.000th 22.87 22.80 22.90 24.03 24.15 (100 to 230.3 21.8 215.3 214.0 216.0	163 24 22,810 88: Certa 3,945 5,078 556 571 258 1,397 10,397 10,397 20,466 686 217 20,466 18 8,442	2,991 570 149,189 36,311 13,821 9,853 2,041 1,605 40,437 (orr) 18,571 30,575 315,350 10,959 2,195 1,965 52,471
Aug Sep Total 3 Sep Total 4 Sep Total 5 Sep Total 5 Sep Total 5 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 7 Se	690,00 671,50 CYABEAN 22,58 23,30 23,59 23,99 24,10 CYABEAN 230,9 221,2 215,3 214,4 213,3 210,0 CYATOES	-6.00 +0.50 N OIL -0.16 -0.11 -0.13 -0.08 -0.03 -2.09 -2.9 -3.0 -1.9 +0.5	696.50 678.00 23.18 23.60 23.93 24.15 24.15 24.15 24.15 21.59 218.9 217.5 215.5 215.5	691.00 675.00 0.000tb 22.57 23.25 23.03 24.15 (100 tc 230.3 271.0 215.3 214.0 216.0	163 24 22,810 3,945 5,078 556 571 253 17 10,397 3,872 3,466 666 217 209 18	2,991 5770 149,169 14,900 36,311 13,821 9,855 2,041 1,565 80,437 (ort) 18,571 30,858 15,350 10,958 1,965
Aug Sep Total 3 Sep Total 4 Sep Total 5 Sep Total 5 Sep Total 5 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 7 Se	690,00 671,50 OYABEAN 22,88 23,90 23,99 24,10 OYABEAN 230,9 221,2 215,3 216,4 213,3 210,0 OTATOES	-0.00 +0.50 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -2.09 -3.0 -2.9 -3.0 -2.8 -1.9 +0.5	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 21.50 217.5 215.0 212.5	691.00 675.00 0.00025 22.87 23.25 23.90 24.15 (100 to 230.3 271.0 215.3 214.0 215.3 214.0 210.0	163 24 22,810 88: Certa 3,945 5,078 556 571 258 1,397 10,397 10,397 20,466 686 217 20,466 18 8,442	2,991 570 149,189 36,311 13,821 9,853 2,041 1,605 40,437 (orr) 18,571 30,575 315,350 10,959 2,195 1,965 52,471
Aug Sep Total 3 Sep Total 4 Sep Total 5 Sep Total 5 Sep Total 5 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 6 Sep Total 7 Se	690,00 671,50 OYABEAN 22,58 23,50 23,59 24,10 OYABEAN 230,9 271,2 215,3 214,4 213,3 214,4 213,3 214,4 213,3 210,0 OYAFOES	-6.00 +0.50 NOL6 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.19 -	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5	691.00 675.00 0.000th 22.67 22.59 24.03 24.15 (100 to 230.3 21.0 215.3 214.0 210.0	163 24 22,810 86: CORR 3.945 5.078 556 571 258 17 10,397 272 3.466 686 686 686 686 686 686 686 686 686	2,991 14,100 36,311 13,821 9,855 2,041 1,605 60,637 (507) 18,571 30,856 15,350 10,958 1,965 2,196 1,965 82,471
Aug Sep Total S Jan Har Hay Jul Aug Sep Total S Jun Har Hay Jul Aug Sep Har Hay Jul Aug Sep Har Hay Jul Aug Sep Har Aug Sep Har Aug Sep Har Aug Hay Jun	690,00 671,50 OYABEAN 22,88 23,90 23,90 24,10 OYABEAN 230,9 271,2 215,3 210,0 OYABEAN 213,3 210,0 OYATOES	-6.00 +0.50 NOIL - -0.16 -0.11 -0.13 -0.08 -0.08 -0.08 -2.09 -2.0 -2.0 -2.0 -2.0 -0.19 +0.5 +0.5 +0.5 +0.5 +0.5	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5	691.00 675.00 0.00025 22.87 23.25 23.90 24.15 (100 to 230.3 271.0 215.3 214.0 215.3 214.0 210.0	163 24 22,810 86: CORR 3.945 5.078 556 571 258 17 10,397 272 3.466 686 686 686 686 686 686 686 686 686	2,991 14,900 36,311 13,621 1,965 2,041 1,965 80,437 601 10,959 2,196 1,965 82,471
Aug Sep Total Mar May Jul Aug Sep Total Mar May Jul Aug Sep Total Mar Mar May Jul Aug Sep Total Mar May Jul Ma	690,00 671,50 CYABEAN 22,88 23,90 23,90 23,90 23,90 23,90 23,90 24,10 CYABEAN 219,3 214,4 213,3 210,0 CYATOES 63,5 75,5 75,5 69,4	-6.00 +0.50 NOL6 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.19 -	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5	691.00 675.00 0.00025 22.87 23.25 23.90 24.15 (100 to 230.3 271.0 215.3 214.0 215.3 214.0 210.0	163 24 22,810 86: CORR 3.945 5.078 556 571 258 17 10,397 272 3.466 686 686 686 686 686 686 686 686 686	2,991 149,169 14,900 36,311 19,855 2,041 1,606 60,437 (orr) 18,571 30,858 15,350 10,959 2,1965 82,471
Aug Sep	690,00 671,50 OYABEAI 22,88 23,96 24,10 OYABEAI 20,9 221,2 215,3 214,4 213,3 210,0 OYATOES 53,5 63,5 75,5 63,5	-6.00 +0.50 NOL6 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.19 -	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5	691.00 675.00 0.00025 22.87 23.25 23.90 24.15 (100 to 230.3 271.0 215.3 214.0 215.3 214.0 210.0	163 24 22,810 86: CORR 3.945 5.078 556 571 258 17 10,397 272 3.466 686 686 686 686 686 686 686 686 686	2,991 14,900 36,311 13,821 1,505 2,041 1,505 80,437 607 16,350 10,959 2,195 1,965 82,471
Aug Sep Total Mar May Jul Aug Sep Total Mar May Jul Aug Sep Total Mar Mar May Jul Aug Sep Total Mar May Jul Ma	690,00 671,50 OYABEAI 22,88 23,96 24,10 OYABEAI 20,9 221,2 215,3 214,4 213,3 210,0 OYATOES 53,5 63,5 75,5 63,5	-6.00 +0.50 NOL6 -0.16 -0.11 -0.14 -0.13 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.08 -0.19 -	696.50 678.00 23.18 23.60 23.93 24.17 24.15 24.15 24.15 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5 217.5	691.00 675.00 0.00025 22.87 23.25 23.90 24.15 (100 to 230.3 271.0 215.3 214.0 215.3 214.0 210.0	163 24 22,810 86: CORR 3.945 5.078 556 571 258 17 10,397 272 3.466 686 686 686 686 686 686 686 686 686	2,991 14,900 36,311 13,821 1,505 2,041 1,505 80,437 607 16,350 10,959 2,195 1,965 82,471
Aug Sep Total S Sep Total S Sep Harr Hay Sep Jul S Sun Harr Hay Sep Total E Sep Harr Hay Jul Harr Hay Jul Harr Hay Jul Harr Total Hay Jul Hay	690,00 671,50 OYABEAI 22,88 23,90 24,10 OYABEAI 230,9 221,2 215,3 210,0 OTATOES 63,5 65,5 75,5 68,4 113,0	-6.00 NOE -0.16 -0.11 -0.14 -0.13 -0.08 NEA -2.09 -3.0 -2.8 -1.0 +0.5 +0.5 +0.5 +0.5 +0.5 -0.08	685.50 CBT (69 23.18 23.60 23.18 23.60 23.417 24.15 24.15 24.15 217.5 217.5 217.5 31.0 64.8	691.00 0,0000bb 22.87 23.28 24.15 21.00 21.03 21.03 21.15 21.03	163 244 22,410 3,945 5.078 6566 571 10,397 10,397 217 2079; \$A462 217 2079; \$A462 442 442 444 444 444 444 444 444 444	2,991 14,900 36,311 13,625 2,041 1,565 30,437 30,855 15,350 10,959 2,195 1,965 45 2,219 1,258 45 2,219 1,258 45 2,219 45 45 45 45 45 45 45 45 45 45 45 45 45
Aug Sep Total S Sep Total S Sep Harr Hay Sep Jul S Sun Harr Hay Sep Total E Sep Harr Hay Jul Harr Hay Jul Harr Hay Jul Harr Total Hay Jul Hay	690,00 671,50 OYABEAI 22,88 23,96 24,10 OYABEAI 20,9 221,2 215,3 214,4 213,3 210,0 OYATOES 53,5 63,5 75,5 63,5	-6.00 NOE -0.16 -0.11 -0.14 -0.13 -0.08 NEA -2.09 -3.0 -2.8 -1.0 +0.5 +0.5 +0.5 +0.5 +0.5 -0.08	685.50 CBT (69 23.18 23.60 23.18 23.60 23.417 24.15 24.15 24.15 217.5 217.5 217.5 31.0 64.8	691.00 0,0000bb 22.87 23.28 24.15 21.00 21.03 21.03 21.15 21.03	163 244 22,410 3,945 5.078 6566 571 10,397 10,397 217 2079; \$A462 217 2079; \$A462 442 442 444 444 444 444 444 444 444	2,991 14,900 36,311 13,655 2,041 1,565 30,457 30,855 15,350 10,959 2,195 1,965 45 2,195 1,964 0,170
Aug Sep	690,00 671,50 OYABEAI 22,88 23,90 24,10 OYABEAI 230,9 221,2 215,3 214,4 213,3 214,4 213,3 214,4 213,3 210,0 OYAFOES 63,5 63,5 75,5 68,5 75,5 68,4 113,0 REIGHT (I	-6.00 NOE -0.16 -0.11 -0.14 -0.13 -0.08 NEA -2.09 -3.0 -2.8 -1.0 +0.5 +0.5 +0.5 +0.5 +0.5 -0.08	685.50 CBT (69 23.18 23.60 23.18 23.60 23.417 24.15 24.15 24.15 217.5 217.5 217.5 31.0 64.8	691.00 0,0000bb 22.87 23.28 24.15 21.00 21.03 21.03 21.15 21.03	163 244 22,410 3,945 5.078 6566 571 10,397 10,397 217 2079; \$A462 217 2079; \$A462 442 442 444 444 444 444 444 444 444	2,991 14,900 36,311 13,655 2,041 1,565 30,457 30,855 15,350 10,959 2,195 1,965 45 2,195 1,964 0,170
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FUTURES DATA

145,000 tonnes, Man Producten reports. Worldwide carryover stocks have been reduced to minimum levels, Slack pepper, which has exportable production of about 80,000 tonnes, has demand of 115,000 tonnes while white pepper supplies are estimated about 25,000 tonnes egainex a demand of 30,000 tonnes. Tightening in the supply is sizeady reflected by the price increase of 30% for black pepper during 1986. World supply and demand situation has shown deficits for number of years and there are perallels with the position in 90%, when prices increased to \$5,000 for black and \$7,000 for white, compared with current prices of \$2,600 and \$4,500.

MEAT AND LIVESTOCK SOFTS E COCOA LIFFE (EAstro)

E CO(TE (EA	torsne)					VE CAT	TEC	E HOU	000tbs;	CONTRA	(ba)
		Day's change	High	Law	Voi	Open let			Day's		Low	Yol	Dpun jet
Dwc	860	-5	862	361	29	110	Duc		+0.805				
Mar.	900	-3	901	899	1,000	43,355	Feb		+0.075				
May	818		922			16,967	Apr		+0.125				
Jul	936		941	936		12,152	-		-0.100				B.96
Sep	953	-3	960	954		8,957	Ang		+0.100				B,42
Dec	964	-	967	985	117	7,374	Oct	E5.350	+0.150	既(40)	66,225		5,42
Total					2,300	116,252	Total					5,004	34
M CO	COA C	CE (10	torare	s; \$/tor	mes)		E LE	AN HO	GS CMI	(40,0	OOlbe; c	erts/l	bs)
Mar'	1366	-2	1369	1363	2,839	33,258	Feb	75,750	+0.650	76.900	75,950	1,225	13,65
No.	1388	-1	1389	1388	451	13,426	Apr.	72,425	+0.375	72.50	72.000	520	5,36
Jei	1412	+2	1412	1408	225	10,295	Jue	75.125	+0.525	75.300	74.800	272	5,25
Sep	1432	+1	1432	1430	75	6,575	Jul	71,550	+0.350	71.750	71,250	51	1,35
Dec	1447	-1	1451	1457	144	1,538	Apg	57.ATS	-0.225	67.85D	67,350	39	93
Mar	1466	+2	1474	1465	105	12,593	Det	61,400	-0.225	81.500	51,200	20	79
Total					G/E	a/s	Total					2,158	27,5
M COC	ON ACC	(S)	OR's/to	mne)		-	M PC	RK BE	LLES	ME (H	0,0000	5; CON	3/105
Dec 24			Pi	tes	-	TEX. 457	Fab	77,950	-0.375	78.300	77.575	579	4,49
Dally			_ 1017.	14		1019.35	Mar	77.875	-0.725	78,000	77,400	64	86
							May	78,000	-0.700	7E.000	77.900	61	62
M COF	TE ()	FF &	fermel				7	77,500	-0.775	77.900	77.200	40	49
			_	-			Abg	73.050	-0.650	74,050	74.050	22	13
Jan .	1290			1275			Total					786	5,61
Mar	1235			1233		21,213							
May	1201			1200		7,839							
M	1212							100			-		~ 1/
Sep	1217			1215	91	1,381	LO	NDO	N IH	ADE	ט ע:	L11 (SIN
Kar	1225	-	1235	1225	21	544	Strife	price :	S turne		elis —		rts —
Zadal					1 277					_			_

LONDON TRADED OPTIONS Strike price 5 toxone 1600 1700

72 53 40 34 59 92 1200 215 14,050 71 8,308 26 2,524 42 1,770 550 78 60 44 128 105 85

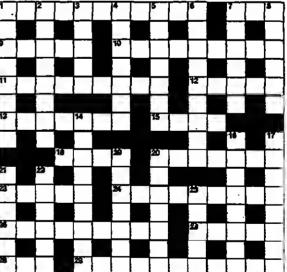
LONDON SPOT MARKETS \$21.57-1,85w +0.385 \$23.78-3.90 +0.335 \$23.55-3.65 +0.420 +0.350 \$219-220

\$217-220 Jet kuel \$243-245 \$228-229 17.10-17.50 Landon (7171) 359 8792 OTHER Gold (per tray oz) § Saver (per tray oz) § Pletinum (per tray oz.) \$369.00 484.50c

\$117.25 -1.50 105.0c Lead (US prod.) 45.00c Tin (Kusia Lumour) Tin New York -2.00 Cartle (live weight) Sheep (live weight) Pigs (ive weight) Lon. day sugar (raw) Lon. day sugar (wie) Barky (Eng. feed) Meize (US No3 Yellow) Wheat (US Dark North) \$312.00 Unq 127 0 Una Rubber (Jan)* Rubber (Feb)* Rubber (KI, RSS No1) 80,50p 80,50p 317,5x

COCOTAL ON (Phops Paim Out (Maley)\$ Copita (Philips Soyabeans (US) \$800.0y 527.5x Cotton Outlook'A' most #/≢ 402p Wooltops (64s Super)

No.9,259 Set by GALAPAGOS



Characters in European Community alleged to make a bold showing (11) Remove stone, leeving a

9 Hiding in Milan, next to ioin (5) 10 Might his habits upset one customer? (9) Takes too much notice of test requirements (9) 12 The Italian sea obscured

middle way (5) 13 A gender reassignment led discord (7) 15 Slow bowling pops back (4) 18 Oxford banker is accepting Italian's confirmation (4) 20 Study fish's comfort (7) 23 Act 1 set in industrial city

24 Scruffy desert rat began again (8) 26 Noticing return of volunteers I've taken in mobile

27 Boarding or taking in dog 28 Sergeant's first in charge as written (3) 29 Try to score in The Oval?

Quite the reverse for this light-hearted race (3,3,5) Being inclined to reject help, muddle along (8)

Light in Rome or Egyptian

MADRICO DE NOTANIO DE LA MANTE DEL MANTE DE LA MANTE DEL MANTE DE LA MANTE DEL MANTE DE LA MANTE DEL MANTE DE LA MANTE DEL MANTE DE LA MANTE DEL MANTE DE LA MANTE DEL MAN

CROSSWORD

4 Called after union membe Provides support, like

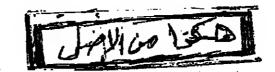
nuns, without hesitation 6 Bird has tail tweaked about mimicry (9) Fastidious beginners in psychotherapy accept return of master (6) 8 Called time before last two finished (6)
14 New EEC scoar reposi-

tioned to produce echo (9) 16 Study steps to delay settle ment (8) Tangled cord seen outside broadcast material (8) 19 Growing grass around

woven rug (7) 20 Move cretins around reser 21 Hurries cook at mess (5) 22 Arousing breathless brave

grips handle of tomabawk 25 Peaks with points (5) Solution 9,258

555 11,884 29 5,096





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COMPANIES AND FINANCE

US inflation-linked bonds delayed

By Tracy Corrigen

US Treasury Department has postponed the launch of its first inflation-linked bonds, which had been expected in mid-langary, and has yet to set 6 new

"We haven't finalised the terms and conditions yet," said Mr Jon Murchison, a Treasury spokesman. "Our focus has been to do it right rather than do it fast."

Mr Murchison said tha be pegged to the CPI. move was not connected to US inflation data

A month ago, a panel of economists appointed hy Congress found that the US consumer price index overstates inflation by more than one percentage point annually, and recommended changing the way it is constructed.

Any such change would

Uncertainty about the

the recent controversy over impact of such changes could deter investors already struggling to understand a novel product, according to some analysts.

> Government honds linked to the inflation index already exist in a number of other markets, most notably in the UK, but are a new concept in the US.

In recent weeks, some affect returns on the new traders are believed to have bonds, which are to asked for a delay to the

launch of index-linked bonds fied we have done a thorin the US, in order to have ough job." But he declined to more time to prepare their trading systems for handling index-linked products.

Mr Murchison said that the delay should not be interpreted as a lack of cial, an offering circular enthusiasm for the naw

"Folks should stay tuned." he said. "We will be getting the circular out as soon as we have completed it and Secretary Rnbin [the US Treasury Secretary] is satis-

specify when that might be. However, Mr Murchison said that to make the January launch deadline, which bad oever been made offiwould have had to be issued

enough time to study it. The absence of many

about now to give investors

investors during the holiday season was an additiona reason for postponing the launch, be added.

rise just 4.55 per cent in 1996

to Bt3.38bn, around 20 per

Bt6bn to support new diver-

sification projects. Reuter

be offered to existing share-

holders at the rate of one

new share for two old shares

held, and 250m shares would

be placed privately at not

less than 90 per cent of the

The deal is expected to close in the first quarter of 1997, Texaco said. Gross operating margins business and is in keeping with our plans to focus on slipped to 8.56 per cent, after two years above 9 per cent, which caused net profits to our core oil and gas

cent below the consensus of analysts' forecasts. Thai Telephone and Telecommunication is to issue 625m new shares to raise

The chemicals division'a manufacturing site at Port Neches, Texas, has been It said 375m shares would operated for Texaco hy

> production capacity of about 400m lbs of propylene oxide, a petrochemical used in fnrnlshings, home construction

The site also produces about 15,000 barrels a day of methyl tertiary butyl ether, an additive that makes gasoline burn more cleanly and which is used to help meet the requirements of

the US Clean Air Act. Huntsman uses propylene oxide for the production of its speciality amines and

products.

Texaco in \$600m chemicals disposal

By Tracy Corrigan

Texaco bas reached an agreement to sell the remainder of its chemicals husiness to Hnntsman Corporation, the privately held US chemicals company, for approximately \$600m.

The divestment of its propylene oxide and methyl tertiary butyl ether business "is the last major step in the sale of Texaco's chemical

business," said Mr Peter Bijur, Texaco chairman and chief executive. "Huntsman Corporation will continue to be both a

customer and a supplier to Texaco," he added.

Huntsman since it opened in August 1994.

surfactants.

surfactants.
As part of the agreement Huntsman will have the right to license the manufacturing technology associated with these

Firmer dollar underpins US **Treasuries**

MARKETS REPORT

By Richard Waters in New York and Richard Lapper in London

A firmer dollar on the foreign exchanges provided some support to Treasury bond prices during a quiet morning's trading yesterday. By midday, with the dollar standing at around Y114.8, bonds were slightly higher across the yield spectrum. The dollar's rise, and a fall in the value of financial assets in Japan, contributed to confidence that the recent flow of Japanese capital into closed.

US bonds would continue. The benchmark 30-year bond was & higher at 99, to two-year notes rose 1 to at 128.30.

99%, yielding 5.817 per cent. The Treasury market also Christmas shopping season had been less active than it had seemed likely earlier in the month. After a bouyant start, retail sales have appareotly moderated in recent

LJR Redbook Research reported on December 24 that, for the most recent week, the stores it surveyed had registered a 0.3 per cent ing group.

vious week. Another survey of retailers suggested an increase of 1.3 per cent. On Christmas Eve, most European bond prices closed marginally higher in thin

trading. On Liffe, where the market closed at midday, the March long UK gilt gained 14, to settle at 1102, while the March 10-year hund future gained 0.07, to settle at 100.72. Only 6,174 long gilt contracts were exchanged. while volume in the bund contract was even lower at

The Frankfurt market was

The March 10-year Italian BTP future lost some ground, closing about one yield 6.574 per cent, while fifth of a point down

Analysts said traders were concerned about the lack of drew comfort from reports a resolution in talks between from retailers that the metalworkers and their employers. In particular, there were fears that the dispute could delay a long-expected cut in interest rates by the Bank of Italy.

> In the euromarkets, the highlight of the day was a Y40bn issue in maturities between three and 10 years for Finmeccanica, the state controlled Italian engineer

GE Capital purchase

General Electric of the US, said it had bought a 7 per cent equity stake in Indones-

reports from Jakarta. Mr Mark Norbom, Indonesian country manager for GE Capital, made the announcement at a news Rp30.34bn,

GE Capital, a subsidiary of conference held by Bank Bira in Jakarta.

Mr Parveen Gandhi, corporate financial adviser at ia's Bank Bira, Reuter Bank Bira, estimated 1996 net profit for the bank at Rp60bn (\$25m) and forecast 1997 growth at 25 per cent.

Malaysian merger

United Overseas Bank of Singapore is to merge its two Malaysian subsidiaries, Chung Khiaw Bank (Malay-sia) and United Overseas Bank (Malaysia), by the end of the first quarter of 1997, Reuter reports from Singa-

The merger, designed to boost UOB's growth in the Malayslan market, would create the 11th largest bank in terms of assets, loans and deposits, UOB said.

Total assets of the merged bank on June 30 1996 would have hasn M\$10.3hn (US\$4.12bn) and shareholders' funds M\$839m.

Mr Wee Cho Yaw, UOB chairman, said that the enlarged institution would be the most profitable foreign-owned bank in Malaysia.

bank aims to place new share issues in the Malaysian market through initial public offerings, and expand stockbroking activities. It also announced a stock broking joint venture with Malaysian financial services

firm Affin, which said it

would have a 55 per cent

WORLD BOND PRICES

interest in the venture.

After consolidation, the

UOB plans Boardroom changes at Thai Airways The board changes were Septamber to Bt65.4bn (\$2.55hn) - the slowest growth rate for three years.

By William Barnes in Bangkok

A new board of directors has been installed at Thai Airways International, the national carrier struggling to regain competitiveness. Mr Mahidol Chantrangkurn was elected chairman

after a shareholders' meeting on Christmas Eve. Mr Mahidol, the most senior civil servant in the transport ministry, said ha was only told of his nomination 24 hours earlier.

Nine of the 15 board members were re-elected and the Royal Thai Air Force was given three seats, including a deputy chairmanship.

By George Graham,

Banking Correspondent

ABN Amro, which has been

expanding rapidly in eastern

Europe and the former

Soviet Union, has started

has received a licence from

the Uzbek central bank for

ABN Amro Bank NB Uzbekt-

stan, a 50 per cent-owned

Price change Yield ago ago

joint venture.

BENCHMARK GOVERNMENT BONDS (Dec 24)

The Dutch banking group

operations in Uzbekistan.

greeted with some scepticism by analysts. "The potential is there but whenever they make changes it doesn't really come through in the bottom line," said Mr Sanyalaksna Manibhandu, of brokers ING Barings.

The airline's performance has been blunted in recent years by lacklustre management and the involvement of the air force. Joint control by the transport and finance ministries - which together hold 93 per cent of the company - has also held back

The carrier recently per cent in the year to end- costs have risen so much.

is National Bank of Uzbeki-

stan, the country's leading

bank, with 30 per cent. Two

multilateral development

agencies, the European Bank

for Reconstruction and

Development and the Inter-

national Finance Corpora-

tion, hold 10 per cent each.

The new bank aims to pro-

vide a full range of banking

services, making use of ABN

Amro's 1,700 branches in 70

ing costs, particularly an 18.98 per cent increase in flight operation costs, a 18.76 per cent increase in passenger services costs, and a 14.76 per cent rise in administration expenses. The air-

The main culprit was freight

revenne, which has not

Slowly rising revennes

have been squeezed by an

8.05 per cent climb in operat-

expanded since 1995.

line blamed rising fuel and catering charges for high operational and passenger costs, but has been unable to reported revenues up by 6.6 explain why administrative

operations at an insuspi-

cious moment, just one week

after the International Mone-

tary Fund said it had

suspended dishursements of

6. \$180m standby loan to

government's failure to

gets and because of its re-

imposition of tight foreign

exchange controls.

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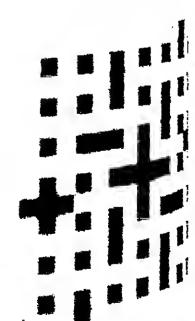
Uzbekistan venture for ABN Amro ARN Amro's main partner countries. But it has started of the most active international banks in central Asia. It already has a banking subsidiary in neighbouring Kazakhstan, for whose government it managed a \$200m eurobond issue earlier this

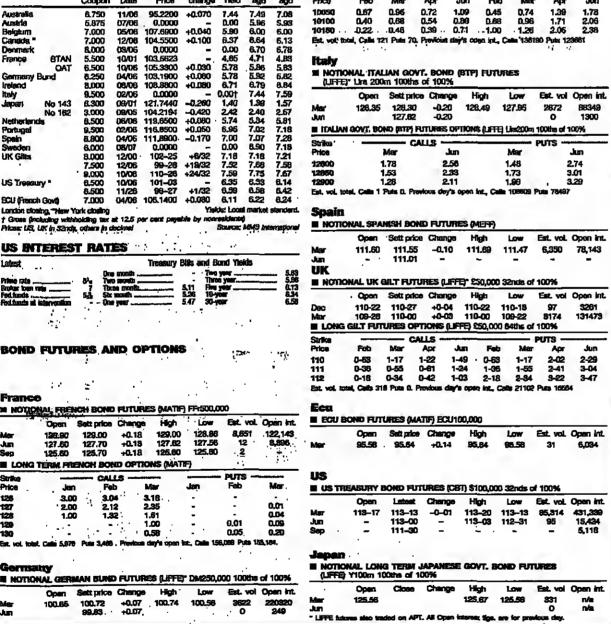
Uzbekistan because of the NBU and the EBRD are reach agreed inflation taralso partners in UzDaewoo Bank, a receotly announced joint venture with Daewoo Securities, part of South ABN Amro has been one Korea's Daewoo group.

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Up to 5 yeers (21)	121.03	0.10	120.90	2.82	9.44	5 yrs	7,24	7.27	B.93	7.31	7.34	6,94		7.36	7.0
5-15 years (19)	149.41	0.26	148,02	2.39	11.68	15 yrs	7.65	7.68	7.68	7.62	7.64	7.73		7.63	7.
Over 15 years (7)	170.44	0.27	169.97	9.76	11.85	20 yrs	7.72	7.75	7.77	7.65	7.67	7.79	7.57	7.64	7.
Imedeemables (6)	184,25	. 0.98	192.41	2.03	13.71	med_†	7.78	7.84	7.86						
All stocks (53)	144,38	0.21	144.D8	2.78	10.97										
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8 Up to 5 years (2) 7 Over 5 years (10) 8 All stocks (12)	203,62 195,78 195,53	0.22 0.41 0.39	203.17 194.98 194.77	1.40 1.78 1.71	5.28 4,71 4,69	Up to 5 yr Over 5 yra					2.46 3.33				
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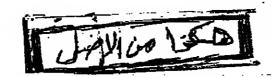
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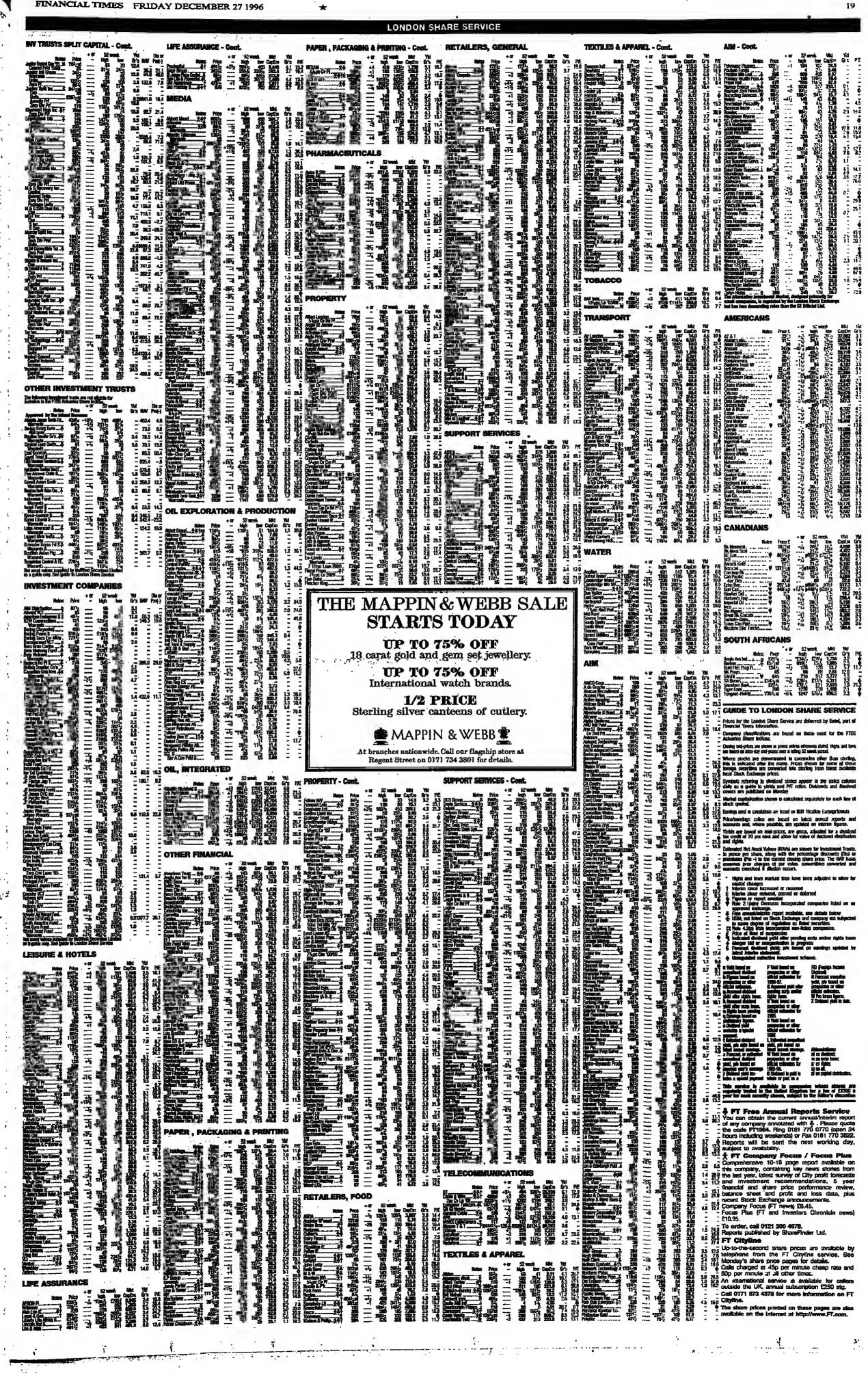
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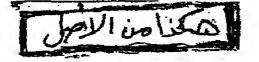
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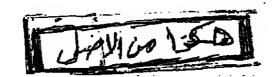
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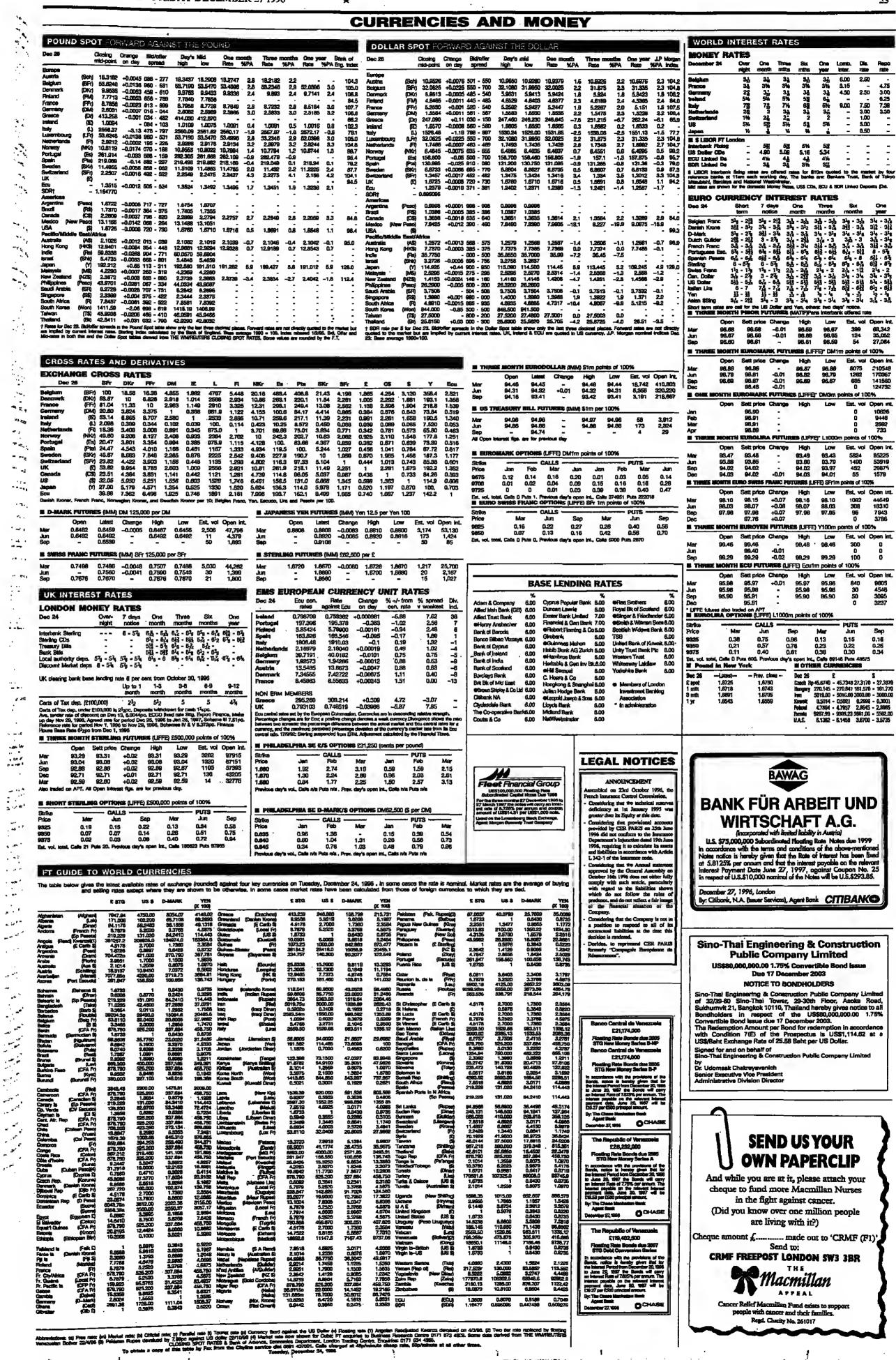
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Pre-Christmas run sees Footsie at new high

MARKETS REPORT By Steve Thompson,

UK Stock Market Editor

The UK equity market finished its pre-Christmas run in splendid fashion with the FTSE 100 index standing at another new closing

And there was further good news for dealers, with turnover levels again surprisingly strong

given the Christmas period. Footsie ended the half-day session 5.3 firmer at 4,092.5, its fifth consecutive gain for a rise of

112.9 points over the period. Other leading indices were equally buoyant, the FTSE 250 by US Treasury bonds.

closing 5.9 up at 4,460.5, still all time closing high. The Small-Cap index edged up 1.4 to 2,165.6. A slightly edgy performance by gilts at the opening caused some unease in equities. Gilts slipped

for October and November. higher-than-expected £638m deficit for non-EU trade.

Gilts picked up well just before the close, bowever, finishing the day some 3 ticks higher reflecting a relatively steady performance

high of 4,091, then touched

a low of 4,081 before ending

While few dealers had

lack of activity was still

marked. One trader said:

"There is simply nothing

expected much trading, the

around 100 points below its by the appearance of institu-Northern Electric bid saga had injected an element of uncertainty and excitement.

Prudential Corporation's move mark, more than trebling that around 5 ticks at one point, fol- to acquire Northern shares kept figure by Tuesday's close. lowing details of the trade figures that bid pot boiling; during the session, it was revealed that the was well received but the market amount of Northern stock. The showed some concern over the news that CalEnergy's bid had nevertheless proved successful came after the market close.

Sunderland football club made a sparkling seasonal debut, with the shares kicking off at a whopping 25 per cent premium to its have surged since the takeover issue price, rounding off an excel- bid for Clyde Petroleum from on Monday was worth 2890.3m.

These have provided some of rated the company as the sector's tional buyers and noted that the the most spectacular share price next potential takeover target. performances, with Manchester United, which began the year in the equity market for next trading at just below the 200p

The market is factoring in a potentially massive upturn in interest, with one of the two Scot-October's \$454m trade deficit Pru bad acquired a significant revenue from the potential for pay-per-view television audiences. A huge injection of money merger a distinct possibility. from satellite TV has transformed the fortunes of football clubs this year.

Britisb-Borneo, whose shares

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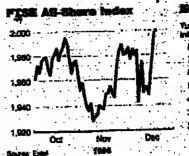
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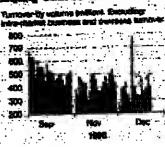
Greenelle GRE† GKN† Guinnesa† HSBC (75p sha)†

Marketmakers were impressed lent year for football club shares. Gulf Canada last week, as dealers

Dealers said the general feeling year remained positive, with many expecting a continuation of takeover activity. The financial sector remains a specific area of tisb banks seen as vulnerable FTSE and a composite insurance Mr Richard Jeffrey, Charter-

house economist, said: "The market looks set for possibly 10 per Other bid winners included cent upside in the New Year". Turnover on Tuesday was 268.2m shares. Customer business





Best performing sectors

Extractive Industries

3 Oil Exploration & Prod

5 Other Financial

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t Textiles & Apparel +0.6 Gas Distribution

EQUITY FUTURES AND OPTIONS TRADING

at 4,083.

The absence of many dealers in a ahortened pre-Christmas session left stock index futures drifting lower in very thin trading, writes Joel Kibazo. March traded in a tight 10

point range and having opened at 4,088, rose to a

going on. There is no FTSE 100 INDEX FUTURES (LIFFE) 525 per full index point Open Sett price Change High Low Est, voi Open int. 4091.0 4081.0 1338 4083.0 -8.0 0.8-4105.0 ■ FTSE 260 INDEX FUTURES (LIFFE) £10 per full index point

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■ EURO STYLE FTSE 100 INDEX OPTION (LIFFE) \$10 per full index point

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Open 8.00 10.00 11.00 12.00 13.00 14.00 15.00

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FTSE Actuaries Share Indices

FTSE 250

FTSE 250 ex IT FTSE 350 FTSE 350 Higher Yield

FTSE 350 Lower Yield FTSE SmallCap FTSE SmallCap ex IT

15 Oil, Integrated(3) 19 OR Exploration & Prod(14)

FTSE Actuaries In

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25 Electronic & Elect Equip(35)

28 Paper, Pckg & Printing(28) 29 Textiles & Apparel(19)

Household Goods(15) Health Care(18)

Leisure & Hotels(26)

Retailers, Food(14) Retallers, General(45) Breweries, Puba & Rest (21) 48 Support Services(51)

Gas Distribution(2)

69 NON-FINANCIALS(667)

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FTSE 100

73 Insurance(21) 74 Life Assurance(7) 77 Other Financial(20) 79 Property(42)

Tobacco(2)

40 SERVICES(254) Distributors(30)

49 Transport(23

68 Water(11)

10 MINERAL EXTRACTION(28)

liquidity. The little action we have seen involved a few institutions sorting out positions before Christmas."

In traded options, Marks & Spencer proved as popular in pit trading as with last-minute Christmas shoppers, and was by far the busiest stock option. Total volume in Marks & Spencer was 754 lots, with the January 500

calls reported to have been the busiest series. As In futures, activity In the sector was extremely light, with many dealers also having decided to stay away

from the half-day session. Total volume was thus a mere 6,099 contracts, with 5,223 calls dealt against 876 puts, a sign of the positive tone in the overall market. Among index options.

most of the trading was conducted in the FTSE 100 option, which saw business of 3,945 contracts while 263 contracts were dealt in the European-style FTSE 100

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Dec 24 chige% Dec 23 Dec 20 Dec 19 ago yleid% cover ratio yld Return

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The UK Series

TRADING VOLUME Northern ■ Major Stocks Tuesday Vol. Closing Day's 000s once change support

Northern Electric came back to the market with quiet trading belying an increasingly byzantine and

from Pru

cut-throat bid battle. Although Northern's appeal against the extension of CalEnergy's bid deadline was rejected, there was still no obvious winner as the market approached its 12.30pm close.

Technically, CalEnergy had acquired more than the 50 per cent needed to secure the regional electricity company. But it appeared that the Prudential, which has a significant stake in Northern, was trying to encourage some arbitrageurs to withdraw their acceptances.

And it was revealed that the insurer had secured 709,000 shares, which took the its stake up to 12.05 per cent. If the Pru, which believed that CalEnergy undervalued Northern, had been successful, Northern's sbare price could have dropped by almost 100p. News that CalEnergy had

triumphed, with the backing of 50.3 per cent of Northern shareholders, came after the end of the half-day session. During trading hours, Northern closed 4p weaker at 637p. British Borneo leapt 56 to 815p, the strongest perfor-

mance in the FTSE 250

exploit the field using its own Sea Star drilling technology that makes small court ruling that might deep-water sites economic.

NEW 52 WEEK HIGHS AND LOWS

SERV HEIGHTS (72).
ALCOHOLD INDUSTRIAGES (7) Generatings A. RANGE, PETALE, (7) Lugas TSD, BREWHEIRER, PURS S. REST (1) Yang Brother Man.
BULLDING & CHETTHY (7) MINISTRY, BLDG
MATLS & MICHTS (7) HINNEST, BLDG
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MICHTS (8) HINNEST (8) GENERAL ACCORDING,
SENDE AND MICHTS (8) LIFE ASSURANCE (7)
SEP-LIFE & PROMOCIA, BEDOM (7) Blanch Borren,
CAPIT, CARLES (9) LIFE ASSURANCE (7)
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GLTS (1) ALIOCHOLIC BEVERAGES (1) Non-Brewer, SANOS, RETAILS, (1) BETWERMERS,

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deal with Shell Transport. Borneo has taken on the rights to Shell's Leo field in the Gulf of Mexico. It will

nevertheless relleved. Mr Andrew Whittock of ABN Amro Hoare Govett said: "If it works and comes in at 50m barrels - the middle of the range of forecasts - then

it's worth 150p on the price."

Shell was firmer at 993p.

expecting the news but were

Sunderland up

Football fever continued with Sunderland scoring an instant goal when stock market dealings in the premiership club began. Placed at 585p, the stock soared to 732%p, with individuals who applied for the minimum of 100 shares seeing an immediate £147.50 profit on their investment.

The club raised around £10.7m net of expenses via the placing and offer for subscription, which was 2.7 times oversubscribed.

Eight football clubs have come to the market -Tottenham Hotspur, Manchester United, Preston North End, Millwall, Chelsea Village, Celtic, Caspian (Leeds) and Loftus Road (QPR). Among the most successful floats has been Manchester United, which has risen from 196p on December 29 last year to 650p.

Flotations are planned next year by Newcastle United, Birmingham and West Bromwich Albion. Sheffield United and Southampton are both joining the market via reverse takeovers

of quoted groups. **BAT** Industries received an early boost from a US remove many of the con-

gation. The shares moved forward 3 to 481 p as a Missouri court ruled in its favour by granting its motion to be dismissed from a tobacco

Mr Tim Young of SGST recommended the shares at the morning meeting. He said the judgment "would seem to indicate that BAT is ring-fenced from liability to Brown & Williamson [BAT's

tobacco arm]. This is highly significant. l expect further rulings of this type. And even on a worst case scenario - excluding any benefit at all from Brown & Williamson - the share price should be 520p." he said.

Allied Domecq climbed 10% to 450p on volume of 2m shares with a big order handled by Lehman Brothers in a thin market pushing up the price.

Bunzl, the UK paper and plastics group, rose 31, to 229'4p after the grnup revealed the sale of its German and Italian fine paper businesses, Wilhelm Seiler and Bunzl Italia, for £61.6m.

Burnfield was steady at 140p. After the market closed Fairey increased its offer for the measuring equipment maker to £57.7m - the equivalent of 165p a share.

Rank hardened 3's to 4221/p on the announcement that its subsidiary. Hard Rock Cafe International, had acquired the operations and licensing rights of Hard Rock Cafe Canada for US\$61m.

Thanks to the acquisition, Rank now has 75 Hard Rock Cafes worldwide.

LONDON EQUITIES

index, as the company Some analysts had been cerns about anti-tobacco litiannounced it had done a LIFFE EQUITY OPTIONS -- Cats --- Pats --2 4% 7% Landsroke 220 17 21 24% 3 6 10% 120 5 6 11 [**123) 130 1 4½ 6½ 6 10½ 12½ (2211½) 240 6% 12 15 12 18½ 21 Mind Conseq 420 33 44½ 60 ½ 6½ 12 (2211½) 240 6% 12 15 12 18½ 21 460 9% 20% 27 14 22 31% Lucas Inds 230 13% 19% 24% 6% 10% 15 390 19 32% 39 3% 11% 20 (7225%) 240 5 11 15% 17 22 20 460 38% 47 525 40 14% 18 TRADITIONAL OPTIONS | Books | GU | 12 | 30 | 391 | 10 | 194 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 505 | 117 | 40 RoRs-Royce 240 23 29 23 3% 8 11 11 ("2574") 260 11 174 22% 11% 16% 20 | Transfer Feb May Ang Feb May Ang (*382) | Fig. | Based on tracing volume for a selection of major securities dealt through the SEAO system Tuesday until 12.30pm. † indicates an FTSE 100 Index complituent. All tracies are

Nati Power 450 46% -- - 7% - -500 20 30% 38% 28% 42 47%

FT GOLD MINES INDEX Grace div P/E 52 week yield % ratio High Law

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RISES AND FALLS TUESDAY	Rises.	Falta	Same
British Funds	46	6	12
Other Fored Interest	0	0	10
Mineral Extraction	44	69	73
General Monufacturers	87	80	440
Consumer Goods	24	33	156
Services	B-4	62	30.3
Unities	11	8	19
Finances	53	57	239
Investment Trusts	31	60	164
Others	36	43	87
Totals	421	437	1793

Date based on those companies listed on the London Share Service

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Dec 24 Dec 23 Dec 20 Dec 19 Dec 18 Yr ago 1028.90 1029.20 1027.90 1020.40 1021.20 FTSE AIM © FTSE International Limited 1998. All rights reserved. "For 1996

FTSE Actuaries Share Indices

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ANZBank Australia and New Zealand **Banking Group Limited** Australian Company Number 005 357 522 (Incorporated with limited liability in the State of Victoria, Australia)

U.S. \$200,000,000 Subordinated Floating Rate Notes due 1999

Notice is hereby given that for the Interest Period 24th December, 1996 to 24th June, 1997 the Notes will carry a Rate of Interest of 6.14844 per cent. per annum with an Amount of Interest of U.S. \$3,108.38 per U.S. \$100,000 Note. The elevant Interest Payment Date will be 24th June, 1997.

Company, London



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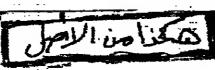
Floating Rate Notes due 1997 In accordance with the provisions in accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 20th March, 1997 has been fixed at 6.62891% per annum. The interest accruing for such three month period will be£163.45 per£10.000 Bearer Note, and £1634.53 per£100.000 Bearer Note, and £1634.53 per£100.000 Bearer Note, on 20th March, 1997 against presentation March, 1997 against prese of Coupon No. 18.

Union Bank of Switzerland London Branch Agent Bank 20th December, 1996

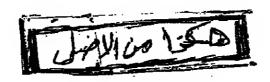
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Notice is hereby given that for the six months interest Period from December 27, 1998 to June 27, 1997 (182 days) the Note Rate has been determined at 5.875% per amum. The interest payable on the relevant interest payable on the relevant interest payable on the June 27, 1997 will be U.S. \$297.01 per U.S. \$10.000 nominel amount. By: The Chase Machattan Bank Lenton, Agent Bask



December 27, 1996 OCHASS



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NEW YORK STOCK EXCHANGE PRICES

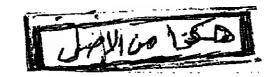
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Dow returns to record territory

AMERICAS

US share prices cootinued their upward march against a background of thin trad-

Stocks were lifted by firmbond markets, and the momentum that has oow to 1,291.88. seen tha Dow Jones Industrial Average gain nearly 300 points since the beginning of

added 33.83 points in a holi- circulate that the financial day-shortened session on Christmas Eve, gained taken over another 33,06 during the

The senior bourses which

oblivious of Tokyo's con-

cerns, but ready to antici- FFr520 on October 31.

ing it below its best for the a lawyer for the family of a

day, in modest turnover of smoker who had died of lung

Peugeot fell FFrt1 or 1.8 MADRID, in cootrast,

kers said the swing was due came in strongly. The gen-

to a very illiquid market eral index gained 9,05 or 2.1

and, furthermore, that the per cent to close at another

carmaker had risen previ- all-time high of 440.06.

of leading stocks at 6,555.91 above the closing record high of 6,547,79 it hit on November 25.

The Standard & Poor's 500 ing, moving into record terri-index advanced 3.57, adding tory by lunchtime, writes to its 4.11 points gain in the Richard Waters in New York. previous session to reach 754.60 by lunchtime. The oess in the curreccy and Nasdaq composite, meanwhile, put on 4.25, taking it

Among stocks in the DJIA, American Express fell back \$1% yesterday to \$57%, having risen nearly \$2 on Tues-The DJIA, which bad day as rumours continued to services group might be

another 33.06 during the AT&T advanced another telecommunications commorning. That left the index \$1\%, adding to a \$1\% gain pany cootinged to benefit

ously from FFr562 on Decem-

opened yesterday seemed FFr642 on November 29. or 11.9 per cent to Pta2,730 at

Peugeot hit a year low of

Another loser was the

Paris flirts while Madrid accelerates

PARIS only flirted with tobacco group, Seita, down Perea, only this week. selling its 44.9 per cent stake the bulls, a rise of 14.20 to FFr3 to FFr217 after a sec-

2.303.75 in the CAC-40 leav- and civil suit was lodged by Fenosa put on Pta85 or 7.4 side to Siemens for SFr285 a

ber 24, after a fall from gains including one of Pta290 delayed.

NYSE volume

_Average daily ____ volume 1995 345,135,000

12 13 16 17 18 19 20 23 34

from December 24, as the

Amper, the telecoms equip-

per cent at Ptal,240, and

cent at Ptal.385.

Sevillana Pta75 or 5.7 per

2,690.27 or 2.8 per cent to

second half in 1996. At \$42% yesterday lunchtime, AT&T had bounced back some 27 per cent from the low point the morning. it reached in early Novem-

Elswhere, the market averages were bouyed by continued strength in two of the sectors which have recorded the strongest gains during 1997. the past year: technology and financials.

Intel rose \$11/2 to \$137, while Microsoft added \$% to \$85%. Among banks, Citicorp continued to advance strongly, adding \$1% to \$106%

On Tuesday, ZURICH

turned the spotlight on Elek-

share. Elektrowatt picked up

SFr23 to SFr534 as analysts

ment group which acquired trowatt following Monday's

Among the smaller utilities, in Elektrowatt's industrial

a new president, Mr Juan announcement that C\$ was

Latin America's hig

from a rebound in market bourses, in Mexico and Brasentiment after a difficult zil, were relatively sluggish after the holiday and it was left to Venezuela, the Argentine and Chile to liven up

In CARACAS, the IBC index was in record territory for the third successive day. 30.40 higher at 6,474.17 in midsession, with traders already anticipating gains in

BUENOS AIRES, also in high ground, and apparently upshaken hy a general strike, saw the Merval 5.44 batter at 647.55; and, in SANTIAGO, the general index, coming off the bottom, was 33.47 higher at

Balance held

Johannesburg was stable in Christmas Eve trade, with industrials easing alightly as investors squared positions and golds ended softer on a steady bullion

The overall index rose 9.5

Relatively large trades were seen in De Beers, up Anglos, 750 cents higher at

per cent to FFr593, but hro- accelerated after Wall Street onto higher ground, the com- man-Swiss electricity consor-

price.

at 6,562.1 on gains in mining financials. Industrials lost 10.9 to 7,783.5 and golds shed 5.6 to 1.488.

noted that the utility divi-ISTANBUL, too, moved sion was to be sold to a Ger-255, but this was attributed

posite index climbing tium for SFr265 per share.

in S Africa Equities rose virtually year boliday would be ber 18 to FFr804 on Decem- across the board, ootable extended and settlement

97.425.62. This was partly Written and edited by William fuelled by news that the new Cochrane and Michael Morgan

Tokyo in turmoil as yen declines again

ASIA PACIFIC

The yen fell to a 44-month and the yen's decline also hit low against the dollar and the bond market. TOKYO took its volatility sbedding 3.7 per cent at one the government might have

trusts belped the Nikkei 225 look. The Ministry of interaverage recoup some losses, national Trade and Industry after it slipped beceath (Miti) announced that indus-19,000 for the first time in trial output fell by 1.9 per more than a year. The key cent from October to Novemindex closed 257.83 or 1,3 per ber, the first drop in three ceot lower at 19,291.58, after mooths and slightly steeper a high of 19,542.52 and a low

by more than 500 on Tues- reaction to a big rise in the day, recovering 387 points oo previous month's output. Wednesday. Its weakness

taken an over-optimistic than the ministry's own forecast. However, officials said

selling by foreign investors, swamped advances by 766 to new labour law and this cit widening from Bt25bn to A batch of weak economic into a third consecutive day, data increased concern that 1,460,01 and the Nikkei 300 per ceot at 659.01.

Buying by investment view of the economic out- issue was Yaohan Japan and iny-offs, was rammed A share market, itself up 3.2 The main index had fallen that the fall was mainly a protection by the end of

Turnover rose from 279m

Topix index of all first sec-

fell 1.59 to 278.30. Corp which gained Y32 to through parliament yester-Y448 oo bargain-hunting, day morning. In response, Industrial Bank of Japan the outlawed Korea Confedslumped to a low for the eration of Trade Unions tic counterparts, year of Y1,990, after losing called its 500,000 members Regional man Y30. It was dragged down by the news that non-bank lender Koel Corp was seeking liquidation under court March. IBJ is a big creditor

of Koel Corp. SEOUL saw labour unrest

weakness, the composite tion stocks lost 9.42 at index shedding 18.75 or 2.8

> out oo strike, crippling key export industries.

BANGKOK broke a three closing 14.94 lower at 826,48 economic indicators from

was attributed to fears of sbares to 358m. Declines following the passage of a showed the That trade defi-325 with 172 unchanged, the compounded Its earlier Bt36.2bn in October. SHANGHAI took the B

share index up 2.452 or 3.8 per cent to 66.751 on huying A controversial labour bill, by domestic investors The most heavily traded allowing flexible work bours encouraged by a rise in the per cent. Brokers said the absence of foreign investors had encouraged their domes-

Regional markets were mostly quiet on Tuesday. HONG KONG edged ahead

as year-end demand for marday rally, the SET index ket leaders took the Hang Seng index up 10:13 to in response to disappointing 13,341.61 after swinging through a 136-point range tha central bank, which during the half-day session.

Signs of global chill as Russia warms up

Michael Morgan on emerging markets in 1996

ing to the country's vast the established markets. potential but fund managers

to commit their cash. political tensions eased after 1996 emarging market investors and inclusion in Mr Boris Yeltsin's victory in investment targets because July's presidential elections. of opportunities in developed Last month's \$1bn Eurobond markets. But Mr Mobius, launch, the country's first who controls more than international issue since the \$10bn in 34 emerging market 1917 Bolshevik revolution, funds, expects that 1997 will also put Russia's markets see a new surge of diversifiback on the international cation into emerging marmap. The result has been a kets, as a direct result of the 130 per cent rise this year for rallies that have made US Russian equities in dollar and other mainstream mar- porate results. terms, as measured by the kets relatively expensive. Morgan Stanley Capital

to a June peak, before turn- zuela was a big winner, more ing sharply back. They are now around their 12 month terms. The market was led

Mr Mark Moblus, presiproving steadfastly reluctant dent of the Franklin Temple-All that changed in 1996 as global funds missed their

Among the longer estahthan doubling in dollar lows. The year's peak, bow- higher by exporters with for- more than enthusiasm.

his was the year that ever, coincided with the eign currency earnings who Russia finally came in year's trough in the FT/ benefited from April's 40 per from the cold. The mar- S&P-A World index, suggest- cent devaluation of the boliket had seen a number of ing that the flow of funds to var. Asian markets were falsa dawns in previous emerging markets built up mixed, with some seeing the years, with strategists point- as conditions toughened in year out bumping along at Taiwan, however, had a good year, helped by a rise in the too Group, argues that foreign investment limit, tax concassions for foreign

> the Morgan Stanley index. urope, the Middls East and Africa were the weakest regional markets. Against the odds, though, Hungary boomed as a narrowing trade gap offset alowing growth and lower than expected first half cor-

Some of the best excitement was reserved for the International index.

The valuations of emerging markets and ing markets as a whole built best during the year. Vene
lished emerging markets, small, illiquid markets as they faced modest cash inflows. Dhaka, for example, hectic first half of November in a bull run fuelled by little

19.0

43.5

52Ā 43 35.4 17.9 8.6

164

32

			Dollar terms		Local currency terms						
Market	No. ofDec	cember 20 1996	% Change % over week or		December 20 1996	% Change 9					
Latin America	(250)	529,59	+3.1	+12.3							
Argentina	(31)	923.02	+4.8	+15.2	566,063.39	+4.8	+15.2				
Brazil	(68)	389,47	+4.2	+27.6	1,512.54	+4.0	+36.2				
Chile	(45)	621.83	-0.3	-16.9	1,054.69	40.0	-13.5				
Colombia ¹	(14)	633.98	+0.6	+6.0	1,124,47	+1.0	+7.1				
Mexico	(64)	521.34	+3.9	+15.0	1,762,48	+2.9	+17.1				
Peru ²	(19)	191,19	-1,1	-3,1	301,43	-1.2	+6.5				
Venezuela ^a	(9)	695.72	+2.7	+108.1	7,608.71	+3.0	+191.5				
Asla	(712)	249.60	+0.4	+7.5							
China*	(27)	68.65	-4.6	+26.9	71.90	-4.6	+26.5				
South Koreas	(156)	61,83	+3.5	-35.0	90.86	+3.6	-29.2				
Philippines	(42)	295.86	+1.6	+14.0	375.67	+1.7	+14.3				
Talwan, China	(90)	153.67	+0.8	+36.3	158.68	+0.8	+37.3				
India ⁷	(79)	79.11	+7.3	-1.6	100.68	+7.3	+0.3				
Indonesia*	(49)	127.52	+1.2	+16.3	163,51	+3.5	+20.0				
Malaysia	(148)	325.89	+0.5	+20.2	303,89	+0.6	+19.6				
Pakistan*	(28)	202.34	-3,9	-16.6	369.63	-3.9	-2.0				
Sri Lanka ¹⁰	(5)	97,432		-6.4	119.95	+0.2	-0.8				
Thailand	(87)	220.59	-7.6	-41.3	224.37	-7.4	-40.3				
Euro/Mid East	(264)	132.65		-6.3			• • • • • • • • • • • • • • • • • • • •				
Czech Rep	(7)	68.03	+4.6	+13.4	61.88	+4.8	+16.3				
Greece	(54)	243.25		+0.7	407.14	+3.7	+5.2				
Hungery	(12)	195.35	+6.3	+98.5	378.30	+7.2	+133.8				
Jordan	`(7).	186.62		+1.1	278.82	-0.9	+1.2				
Poland ^a	(30)	722.98		+69.6	1,300.86	+1.8	+96.5				
Portugal	(28)	144.67		+25.0	155.66	+1.7	+30.5				
South African	(63)	205.22	+2.8	-20.5	198.42	+1.7	+2.				
Turkey*	(58)	148.82		+42.4	7,457,04	+5.2	149.5				
2Imbabwe ⁸	(5)	461.02		+67.8	733,77	+3,1	94.8				

ladices are culculated at end-week, and weekly changes are percentage movement from the previous Fisher, Base date: Dec 1969-100 except those noted which are: (1)Feb 1 1991; (2)Oe; 31 1992; (3)Lon 5 1990; (4)Oe; 31 1992; (5)Lon 3 1992; (5)Lon 3 1992; (5)Lon 5 1992; (6)Oe; 31 1992; (14)Oe; 31 1992; (15)Lon 5 1992; (15)Ce; 31 1992; (14)Oe; 31 1992; (15)Lon 5 1992; (15)Ce; 31 1992; (14)Oe; 31 1992; (15)Lon 5 1992; (15)Ce; 31 1992; (14)Oe; 31 1992; (15)Lon 5 1992; (15)Ce; 31 1992; (15)Ce; 31 1992; (16)Ce; 31 1992;

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HEURINAL MARKETS	-		WI DEC							CVENNO				TANK M	
Figures in parantheses U		Pound		• • •	LOCAL	Local	Gross	บร	Pound			Foces			Year
show number of lines Do			Yen	DM	Currency		Div.	Dottar	Sterling	Yen		Currency !			
of stock Inc	ex %	Index	Index	Index	Index	OU GEA	Yleid	Index	Index	Index	Index	Index	High	LOW	(abburnx)
Australia (76)216	8.28 0.0	193.38	157.96	176.49	182,33	0.0	4.21	218.34	193.45	157.29	176.36	182,34	224.61	188.44	189,71
Austria (24)18		164.50	134.36	150,12	150.05	0,0	1.91	186.87	164,68	133.69	150,12	150.05	195.04	172.42	172.42
Belgium (27)22-		198.70	162,30	181.94	177.21	-0.2	3.60	224.88	199.24	162.00	181.64	177.52	228,11	203.64	206.18
Brazil (28)18		165.58	135.24	151,11	357.44	0.0	1.71	186.97	165.66	134.69	151,02			137.90	139.03
Canada (115)18		166.64	136.11	152.08	185,98	0.1	1.97	187.72	166.31	135.22	151,62	185.78	196.24	147.80	148.53
Denmark (30) 34		302.81	247.33	276.35			1.66	342.06					342.06	282.96	262.96
Finland (24)23		212.28	173.39	193,73			2.15	240.02			193,86			173.93	187.11
France (93) 20		185.73	151.70	169,50			2.83	209.83		151.15	169.47		212,49	177.25	
Germany (58)18		164.70	134.53	150.31	150.31	0.0	1.61	186.10		134.06	150.31	150.31	189,86	163.69	
Hong Kong (59)		445.72	364.88	407.69			3.11	504.58		363,49	407.58		513.18	381.62	
Indonesia (27)22	5.50 -0.1	199.78	163.19	182.33			1.58	225.78		162.64	182.36		-	501.00	
		278.91	227.82	254.54			3.43	314.47		226.53	254.00	266.88	321.14	251.10	251.10
tretand (16)		72.84	59.33	66.30			2.22	82.14	72.78	59.17	66.35	93.67	84.53	70.61	
Italy (58)8		114.03	63.14	104.07			0.83	131.76		94.92	106,42	94.92	164.83	128.70	
Japan (480) 12			425.82	475.78				582.66		419.72	470.61		607.65	477.96	
Makaysia (107)58		521.33	868.29		10272.32	1.0	1.09		1086.23	866.90		10309.71			
Mexico (27)119			235.68				2.85	326.54		235.22	263,74		328.12	268.14	
Netherland (19)32		288.54		263.33		-0.1								75.94	
New Zerdand (1419		80.83	56.02	73.77	68.45		4.08	\$1.33		65.78	73.77	88.48	84,40		
Norway (35)28		251.49	205.41	229.51			2.03	283.98		204.57	229.37	249.35	286,15	224.41	225.67
Philippines (22)		180.32	147.29	164.57			0.62	202.71		146.03	163.73	265.68			
Singapore (43)	1.47 0.1	364.58	297.77	332.71			1.04	411.10		296.13	332.04		465.21	371-26	
South Alnes (14)31	3.49 0. <i>2</i>	277.75	226.86	253.48			2.45	312.71		225.26	252,57	320.69	437.76	301.49	
Spain (35)21	1.98 -0.1	197.81	153,40	171.40			2.90	212.16		152.83	171.36			161.05	
Sweden (48)41			297.36	332.25			2.04	411.91		296.72	332.70		416.67	295.31	
Switzerland (35)23	4,30 -0.S	207.59	169.56	189.45		-0.2	1.49	236.2 5		170.18	190.82	195.68	254,34	219.29	
Thailand (45)9	7.37 0.5	86.27	70.47	78,73			3.55	96.94		69.83	76.30		193,95	98.75	
United Kingdom (212)27	5,12 0.1	243.75	189.03	222.45			3.90	274.75		197.82	221.91	243.42	275.12	224.39	
USA (623)30		270.60	221.02	246.95	305,42	0.6	1.97	303.68	269.06	218.76	245.28	303.88	307.82	243.34	249,44
Americas (793)27		247.21	201,92	225,61	234.74	0.5	1.96	277.52	245.88	199.51	224,15	233.49	281.50	222.53	227.48
Europe (715)23		206.95	169.04	188.87	201.92		2.87	233.83	207.17	168.44	168.86		234.58	198.36	198.36
Nordic (137)35			255,29	285.24			2.00	353.44		254.60	285.47	312.35	355.51	265.96	271.38
Pacific Basin (873)14		131.02	107.02	119.57			1.31	150.47		108.39	121.54	109.34	177.01	147.88	185.48
Euro-Pacific (1588)		162.60	132.81	148.39			2.14	185.18		133.36	149.53	144.24	191.51	176.40	179.07
		264.30	215.88	241.21			1.97	296.67		213.71	239.62		301.15	237.55	
North America (738)29	8.69 -0.2		149.57	167.12			2.26	207.20		149.26	167.36			178.49	
Europe Ex. UK (503)20		275.74	225.23	251.66			2.78	310.72		223.83	250.97		317.82	262,41	
Pacific Ex. Japan (393)31		164.52	134.38	150.14			2.13	187.17		134.83	151.18		193.47	177.71	
World Ex. US (1802)18		193.68	158.20	176.78			1.85	219.08		157.82	178.95		224.89	197.52	
World Ex. UK (2213)21		241.51	197.34	220.50			2.32	271.89		195.86	219.60		274.68	226.54	
World Ex. Japan (1945)27	2.70 0.3														
The World Index (2425)22	3.42 -0.2	197.95	161.68	160.65	193,68	-G.1	2.05	223.B3	198.31	151 24	180,79	193.81	228.87	200.19	201.1S



Floating Rate Notes due 2000

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from 27th December, 1996 to 27th June, 1997 the Notes will carry an interest rate of 5,625% per annum. The interest payable on the relevant ment date, 27th June, 1997 will be US\$284.38 interest payment date, 27th June, 1997 will be US\$284.3 per US\$10.000 Note and US\$7.109.38 per US\$250,000 Note.

Istituto Basicario San Paolo di Torino S.p.A., Londo

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Sangare Madiguate de Parts
(Languateurg) S.A.

U.S. \$200,000,000 Hydro-Québec

Floating Rate Notes, Series FY, Due July 2002

26th July 1996 Interest Period

27th January 1997 Interest Amount per U.S. \$10,000 Note due 27th January 1997 U.S. \$289.03



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